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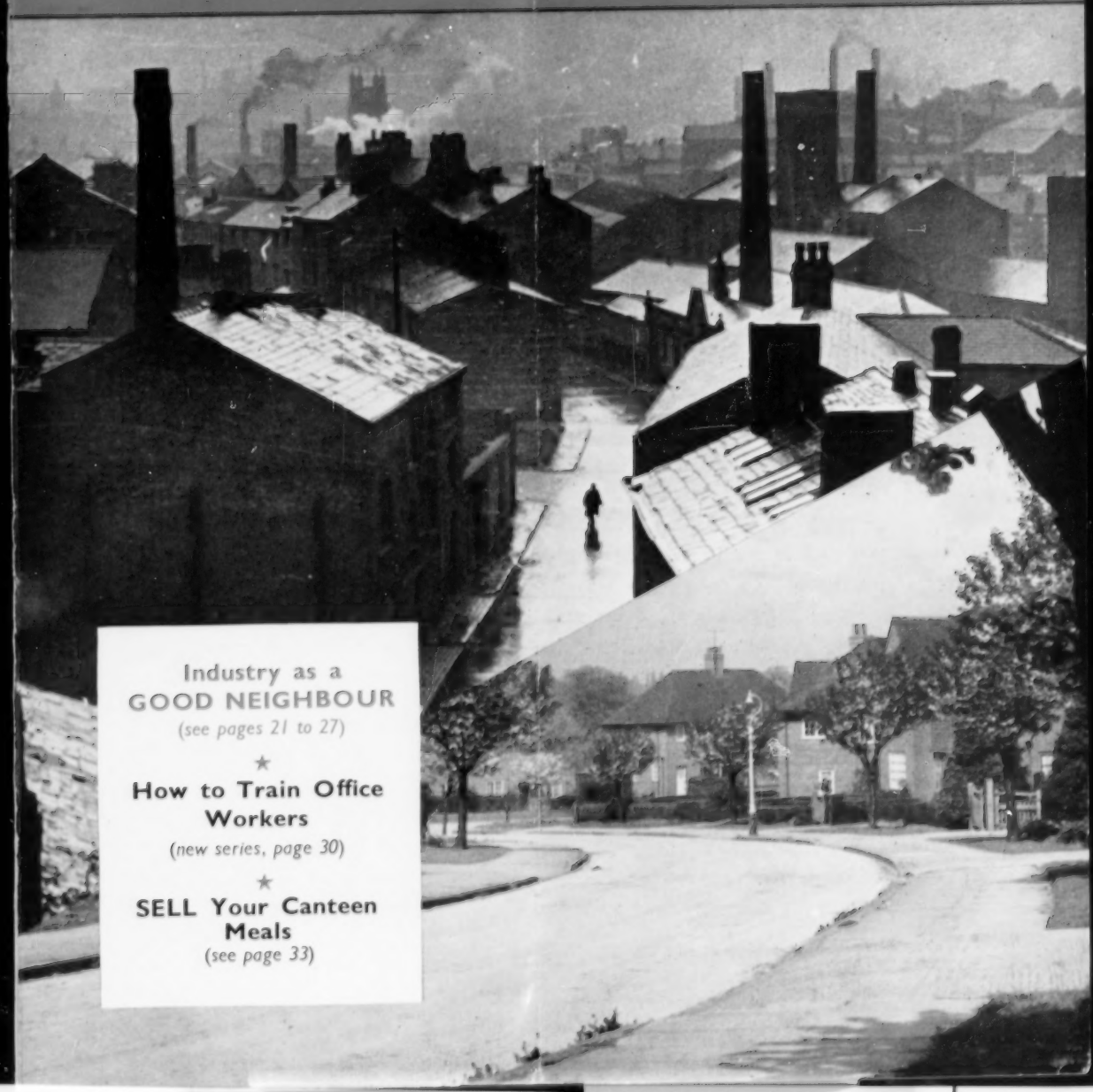

Industry as a
GOOD NEIGHBOUR
(see pages 21 to 27)

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How to Train Office Workers
(new series, page 30)

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SELL Your Canteen Meals
(see page 33)

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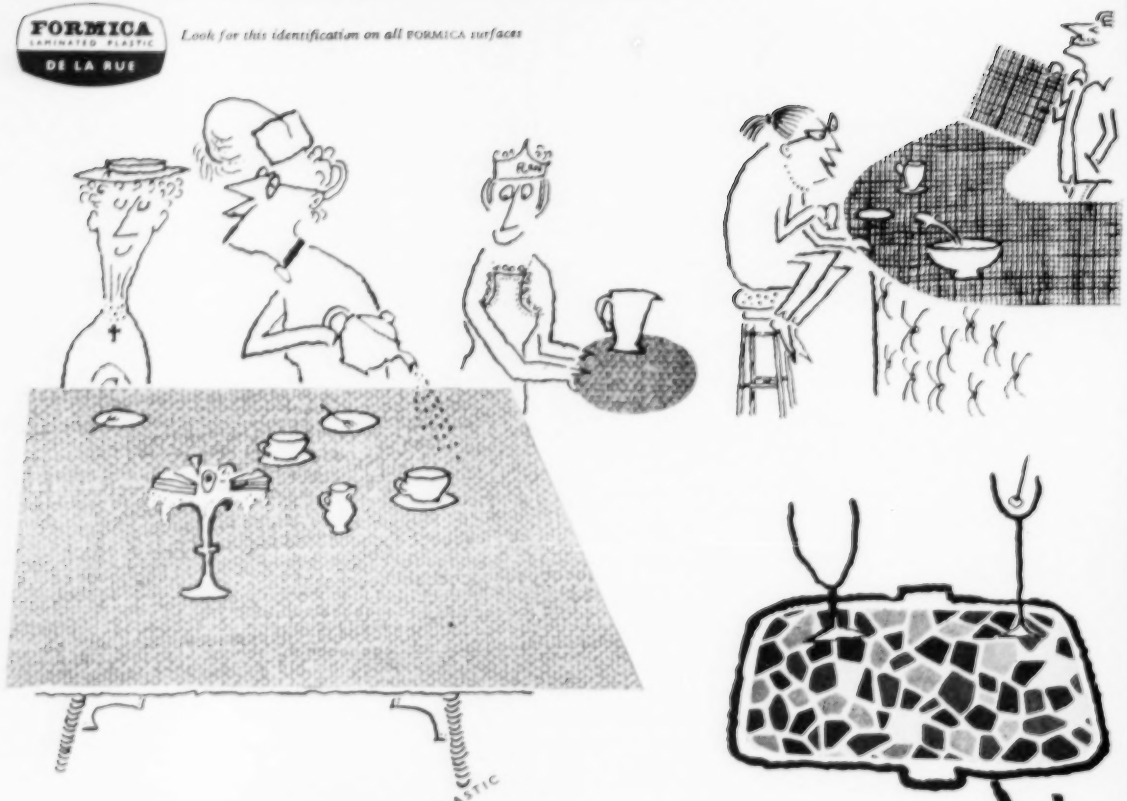

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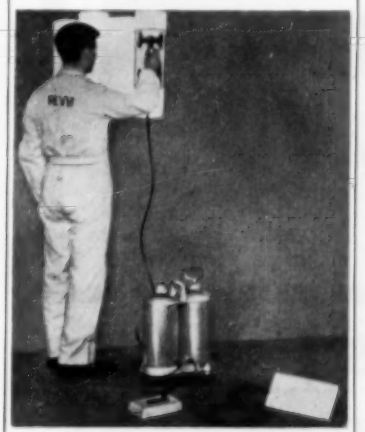

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JANUARY 1957

▸ POINT-COUNTER-POINT 15

▸ INDUSTRY AS A GOOD NEIGHBOUR — George Goyder 21
A top executive looks forward boldly to a time when industry will remove its atrophying squalor

▸ BUILD UP COMMUNITY RELATIONS NOW — Geoffrey Phillips 23
How firms can start being good neighbours right away by a two-way traffic with their localities

▸ COMMUNITY RELATIONS IN ACTION — Robert McKinnon 26
Case history of a small firm that has benefited by building close ties with the local inhabitants

▸ HOW TO TRAIN OFFICE WORKERS—I — J. N. Gibson 30
First of a series covering all ranks in the office. Begins with advice on instruction at the desk.

▸ BOOST CANTEEN SALES WITH SALESMANSHIP — Winifred McCullough 33
Three methods to better canteen results through practical and simple techniques of selling food.

▸ PERSONNEL MANAGER OR SOCIAL SECRETARY? — Discussion Leader 37
Should a personnel manager specialise in making and supervising policy ? Or is he a factotum too ?

News & Readers' Service

Management News and Ideas 28 — Management Diary 38
New Books—New Films .. 32 — Official Publications Summary 38

NEW EQUIPMENT
Guide for Personnel Executives 41
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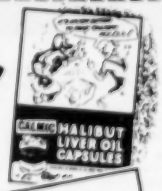

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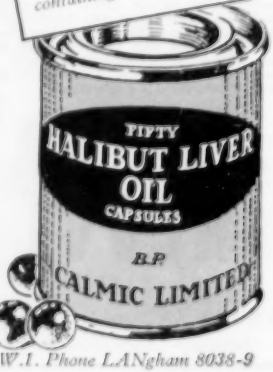

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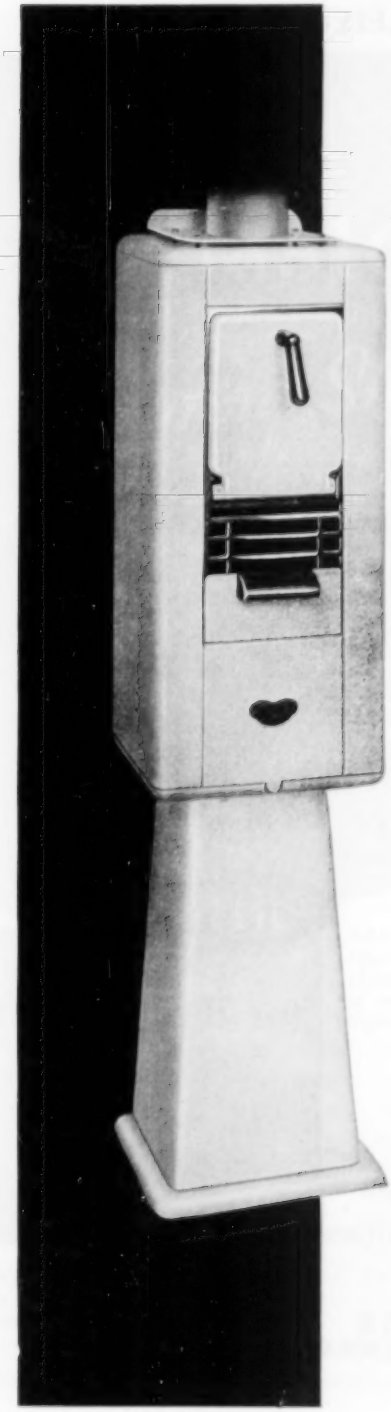

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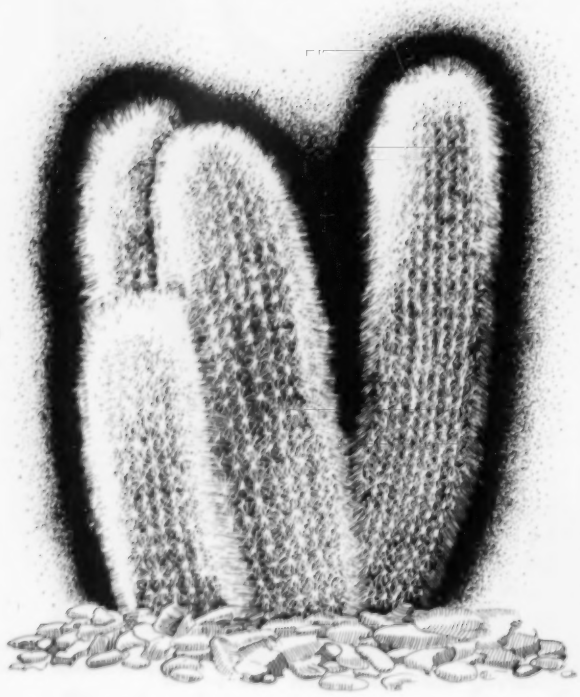

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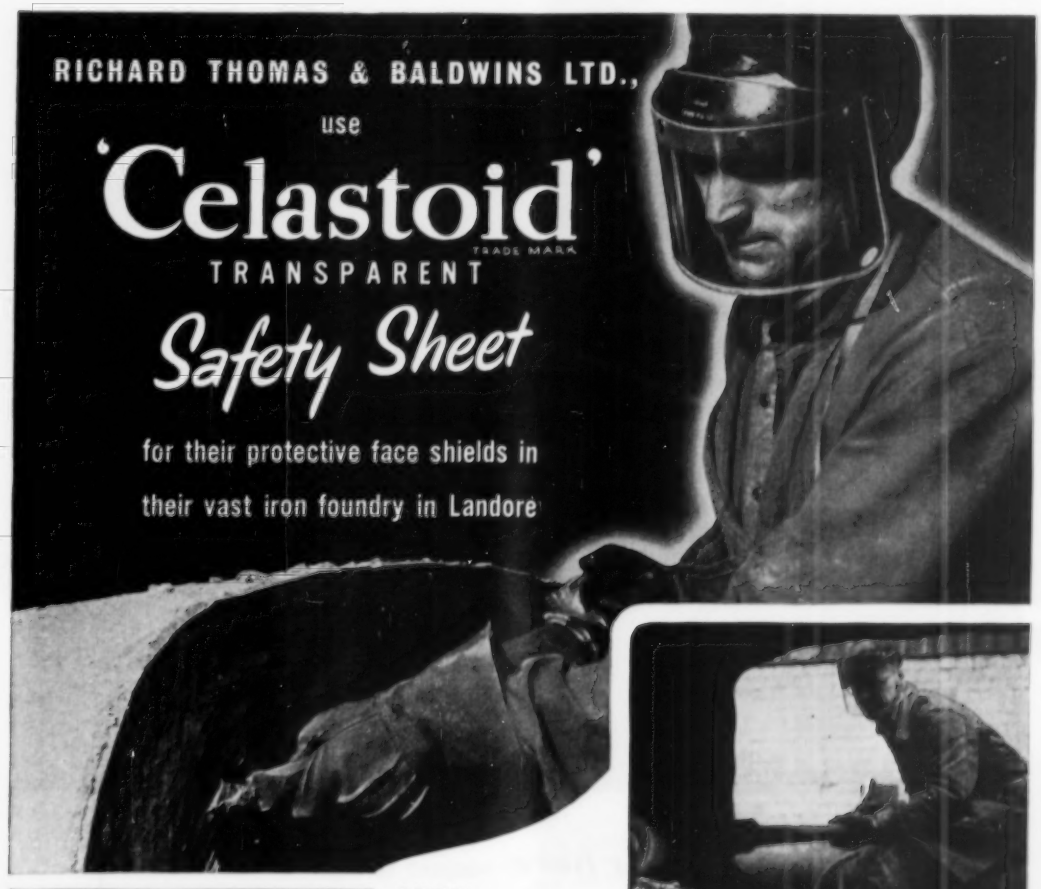

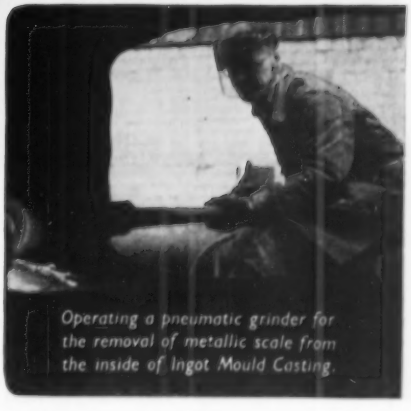

Operating a pneumatic grinder for the removal of metallic scale from the inside of Ingot Mould Casting.

Cleaning out Slag Tap-hole of a Cupola Furnace used for the melting of Pig Iron.

ABOVE

Operating a pneumatic chisel for the removal of metal fins from an Ingot Mould casting.

'Celastoid' transparent safety sheet is crystal-clear. It is tough. It is shatterproof. It has just those qualities that make it the choice of men who have to work close to danger in perfect safety. It moulds easily to shape. For visors, for goggles, for machine-guards, for protective sheeting of all kinds, 'Celastoid' has proved it can take it.

The three face shields illustrated are made by Safety Products Ltd.

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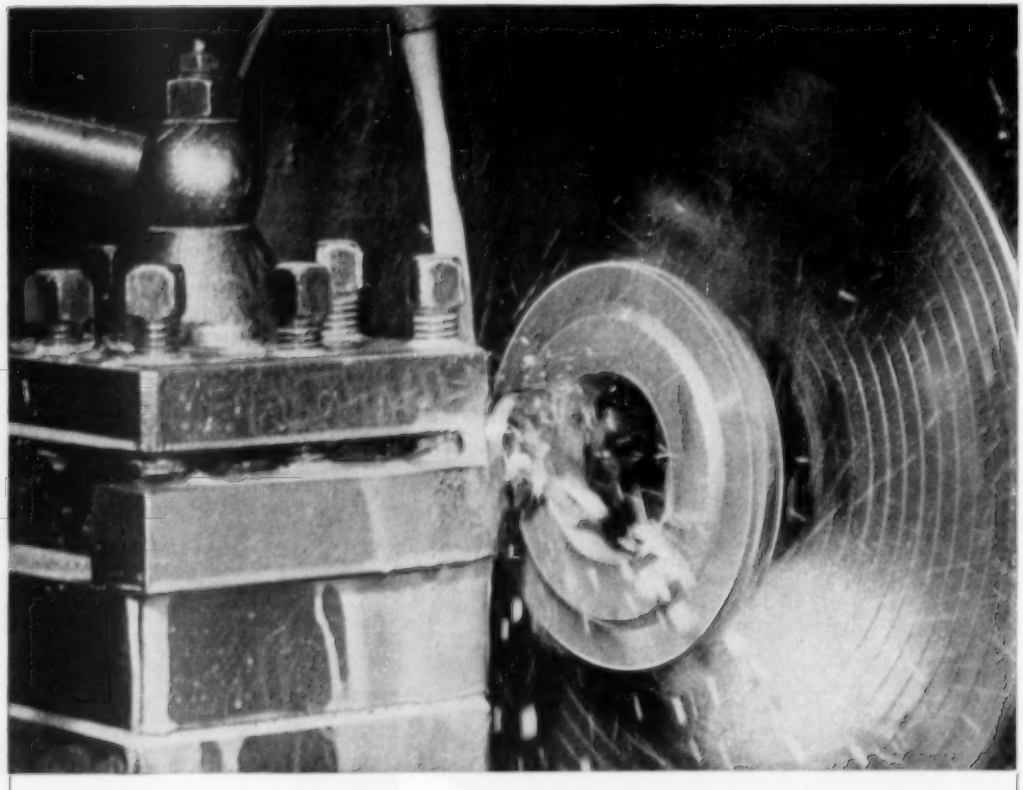

There is danger here—danger to sight and limbs. But safety can so simply take the place of that danger. "Armourplate" glass shields give certain protection. And because the operator can see what is happening he works more confidently and efficiently. Accident rates drop, and production rises when "Armourplate" glass shields are fitted.

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"ARMOURPLATE" is a registered trade mark of Pilkington Brothers Limited. Supplies are available through the usual trade channels

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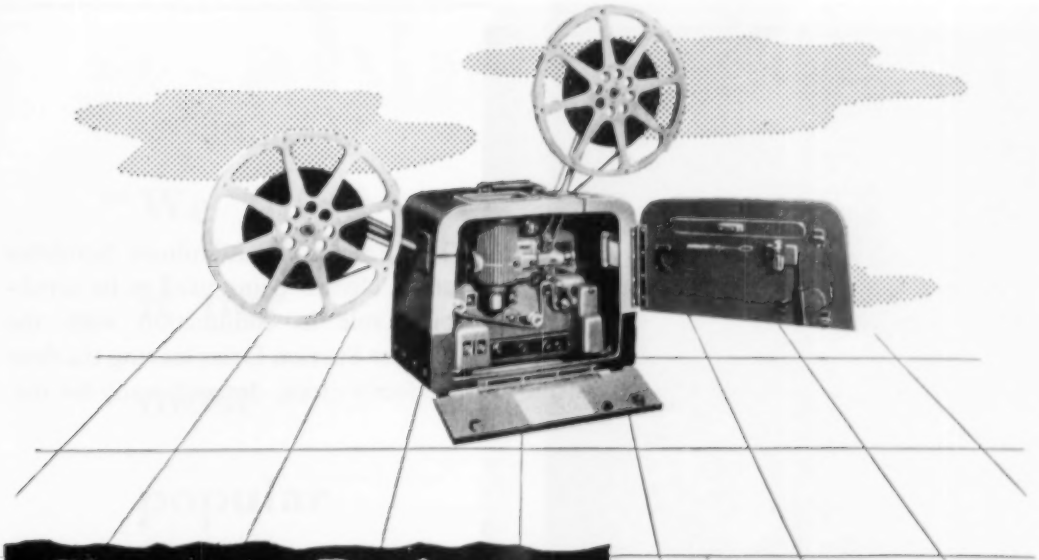

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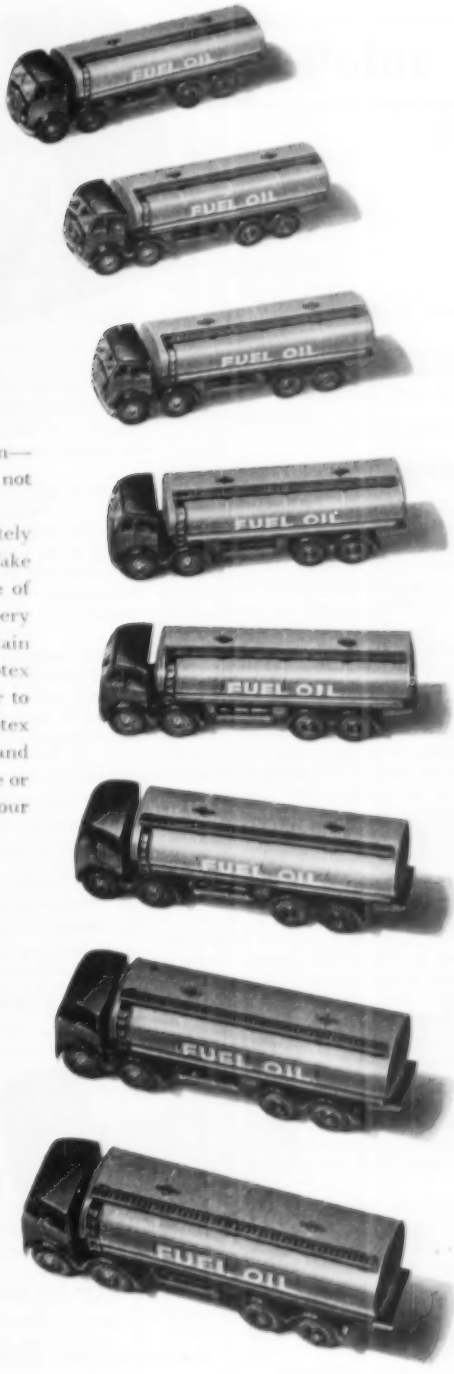

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Point Counter Point

Challenging Ideas & Events in Personnel Management

AN OPEN LETTER TO READERS

YOUR job is a controversial one. It must be, since you are concerned with human beings, with people of all ages, temperaments, ambitions and outlook, engaged in a legion of differing jobs. You've got people of all grades to handle.

Small wonder that there seem so many answers to the same problems.

For that reason I have often felt that this journal should provide more space for frank and provocative discussion of the many controversial topics inherent in personnel management—that there should be a forum.

What better time to begin then than at the start of another year, and what better title for such a feature than literally "Point-Counter-Point"! And it is my sincere hope that you will air your views as well.

New title—new ideas

IDEAS in the field of industrial relations and personnel management are moving apace. Phrases such as "group dynamics", "social responsibility", "communication", "manpower redeployment", "community relations" and a host of others are quick-stepping about the world of management.

It will be the purpose of these new columns to keep you in touch with this new thinking and of the events that underline it. "Point-Counter-Point", however, as you will see, is not the only new feature to be introduced in 1957. Treatment and layout will be changed to some extent and—to emphasise our new approach—our new title is *Personnel Management & Methods*.

To be clear, readable, practical—and always stimulating—that's the editorial policy. Your comments will be most warmly welcomed.

THE EDITOR.

The Editor, the Advertisement Manager and the staff of PERSONNEL MANAGEMENT & METHODS cordially wish all their readers and advertisers happiness and prosperity in the New Year.

"STARTLING" IGNORANCE

A DEPLORABLE situation in British senior management circles is indicated by the results of a survey into the presenting of financial information to employees. These results were presented in a paper to the recent B.I.M. Conference at Harrogate by Mr. H. Weston Howard, who is chairman of Hayward-Tyler and Co. Ltd., a small engineering firm in the Luton area.

Mr. Howard reported that the investigation reached the conclusion that "senior staff where the surveys were held did not, on the whole, appear to have an outstandingly better grasp of company affairs than the average employee". He tempered his choice of words by referring to this as "a valuable conclusion and certainly a very startling one". He went on to say:

"It is, however, confirmed by my experience at the Administrative Staff College, Henley, where one of the most popular subjects is the use of figures in administration, which deal with the reading of balance sheets and other financial documents, the elements of cost accounting, etc. It is astonishing how few of the members there have any idea of how to read a balance-sheet or of the use of figures in any way, and it must be remembered that these members are senior executives on their way to top jobs in industry."

One grain of comfort—and the only one—we can extract from this news is that the senior executives who go to Henley seem to be aware of their own deficiency. It may also explain why accountants are still such a power in industry being, as it were, guardians of the mystique.

Another melancholy point to emerge

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Point Counter Point

from this most valuable survey was that "the number of companies which give financial information to employees is probably less than 20 per cent, although the indications are that this percentage is increasing". Of those firms which do give information, the majority, it was claimed, do so as "a concession to the workers" and not because of the conviction that "nobody's job begins and ends with tending a machine".

The important thing to the workers, Mr. Howard pointed out, was that the information should be available. There was also some evidence that workers were genuinely interested in their companies' financial operations. In his own firm, it formed part of the whole joint consultation set-up and had worked so well that the works committee would accept a tight liquid position as an equally sound reason for not paying the workers a bonus as a low profit.

COST OF REMOVALS

MR. GEORGE GOYDER, managing director of the *British International Paper Co.*, whose article on community relations appears on page 21, is quite aware of the price that may have to be paid by industry to give Britain its much-needed facial. To remove the blight and ugliness that industry put there in the first place is going to take a lot of money. Firms therefore, in Mr. Goyder's opinion, should be prepared to allocate a certain amount of their profits, even though it means smaller bonuses or profit-sharing windfalls for their own workers.

G. Goyder

This view was strongly challenged from the floor when Mr. Goyder spoke on the subject at the recent B.I.M. Conference at Harrogate. Many of his critics were chastened, however, when he showed them pictures of what Pittsburgh has achieved through the co-operation of firms in the area.

NO SUCH ANIMAL

"MANY personnel officers dislike the term 'light work', yet in many cases this is a perfectly legitimate qualification on a certificate."

This is the opinion of Dr. James G. McDowell, honorary secretary of the Southampton Division of the British Medical Association, stated in an article in a recent issue of the journal *Rehabilitation*. He goes on to say:

"For example, the boilerman who has had a hernia operation cannot go back to heaving coal for many months after he is fit for work. As far as personnel officers are concerned, however, there would appear to be no such thing as 'light work' and practice now is to refer the patient to his employer to see what work he can offer before issuing a final certificate."

Residual incapacity often entails a complete change of employment which, says Dr. McDowell, can only be decided through personal discussion between employer, employee and the doctor. "Employers cannot expect to be relieved of their responsibility and use of common sense by a nicely worded certificate from the doctor defining the exact job which the man can do in many or every industry.

Dr. McDowell urges a better understanding between industry and the general practitioner. He suggests that doctors must exercise more care in diagnosing occupational diseases, that the industrial medical services both whole- and part-time be extended, and that medical men interested in this type of practice be given the chance of part-time employment.

Finally, he advocates regular meetings between employers, employees and the G.P. to be arranged locally by industry every two or three months to ensure free discussion of problems.

STATISTICAL GESTURE

IT is both interesting and encouraging to learn that the United Steel Companies Ltd. have set up an independent Department of Statistics at the University of Sheffield. With the growing application of the subject to various branches of medicine, science and industry, United Steel's decision will help in the drive for more research which is so urgently needed if our standard of living is to be maintained.

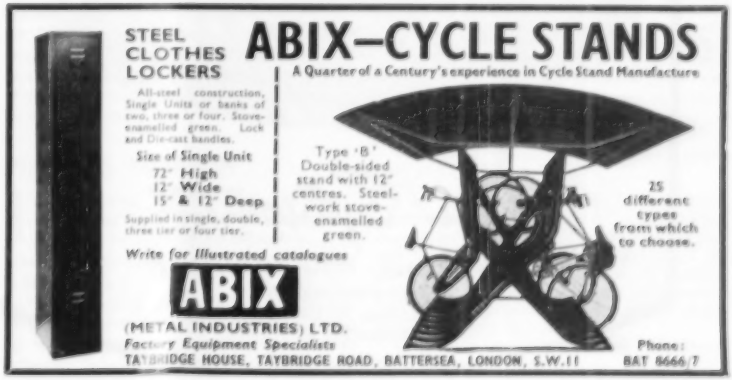
Britain's needs in this field can be gauged from the fact that we are only achieving an average annual increase in productivity of 1.5 per cent whereas we need an annual increase of at least 3 per cent to be on the safe side. It is estimated that we are spending about £250 million yearly on research and development and have about 60,000 research workers. Figures for the U.S.A. are £2,000 million a year and 500,000 research workers.

Head of the new Department of Statistics is Dr. G. H. Jowett, formerly a member of the United Steel's Research and Development Department and after that a lecturer in statistics at Sheffield University. His new appointment carries the rank of senior lecturer.

One final point. Is this an example of community relations as defined by features carried elsewhere in this issue?

GUIDE TO COURSES

ALL those with responsibility for, or interest in, management education in Britain will welcome the report published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Point Counter Point

a few weeks ago by the British Institute of Management. Under the title of "Education and Training in the Field of Management", the report sets out in tabulated form courses in management and allied subjects currently in operation at 30 universities and associated colleges of technology, 252 technical colleges and 9 adult education centres. Courses administered by 55 professional and specialist organisations are also listed. In all, there is documented reference to no less than 824 courses of varying length and scope; of these 188 are devoted to general management.

Among other things, the report will help pin-point those areas where most needs to be done, and as a reference work it ought to prove invaluable. To judge from letters to *Personnel Management & Methods* interest in training is as great as the knowledge of where to apply for the type of course wanted is lacking. The very necessary documentation of this training has at last been accomplished, though at the rate new facilities are growing it would be a good thing if a revised edition were to appear, say, every two years.

DISENCHANTMENT

A SECRETARIAL "entente cordiale" will come to fruition this summer when a French-British secretaries' exchange scheme takes place. Under the exchange scheme which is being organised by Dr. O. G. Pickard, principal of Ealing Technical College, 30 English girls aged 18-19 will earn £7 a week for an eight-week stay in France. They are all expert shorthand typists and speak fluent French and German.

Of their French counterparts all that is known at present is that the applicants so far have all been young men—which is perhaps a disappointment to some business men who have no doubt been looking forward to the summer with increased enthusiasm.

PERILOUS BOREDOM

IN his latest Report, that for 1955, the Chief Inspector of Factories, Sir George Barnett, again warns management of their ultimate responsibility for safe working.

"Unless a genuine and continuing interest in accident prevention is shown by top management, accident prevention schemes, however excellent on paper, are doomed to stagnation and ultimate failure. This may not necessarily be due to lack of goodwill at the top but may occur because the individual primarily responsible for the organisation has become hard-pressed with other duties."

Factory inspectors are only too aware of the difficulty in stimulating a real interest in safety *all the time*. When a works has gone without a notifiable accident for some time management and workers tend to forget about industrial hazards unless the job is really dangerous. Safety, in fact, becomes a bit of a bore.

For this reason the habit of wearing the correct protective clothing for the job has a double value. Not only does it guard the body but it is there all the time as a constant reminder that this job is dangerous. It is a kind of propaganda that reaches the subconscious.

(The Report is summarised on page 29.)

NO ONE-WAY TRAFFIC

WITHIN a few days of the November, 1956, issue of *Personnel Management and Methods* reaching the U.S.A., we had requests from the American Management Association for reprints of the articles on *A Modern Technique for Welcoming New Employees* (a Shell Petroleum Company case history) and on *How We Changed an Incentive Scheme* by Winston Clewes.

The Association wishes to display these features at their Personnel Division Conference in February, 1957, and at their International Management Division Conference in May, 1957.

We are naturally delighted at this request for two reasons. One of them is obvious. The other is that it shows firms in this country have personnel ideas of use and interest in the U.S.A., when so often such ideas are thought to constitute a one-way traffic.

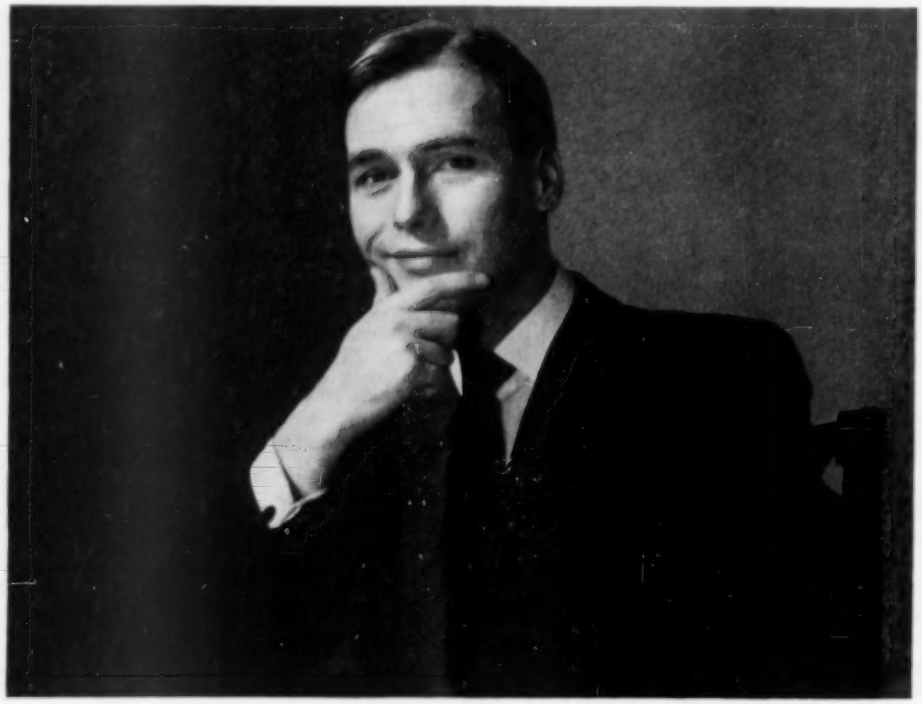
Business and industry consists of direction, management and workers. It is the task of the directors and not of the management to decide when plants have to be expanded, when new products have to be developed and manufactured and marketed and what risks should be taken, what credit should be extended, and so forth.

(Viscount Chandos, President, Institute of Directors.)

* * *

At the level of works consultation, committees will never be effective if they are concerned only with the colour of the canteen tea and the tidiness of locker-rooms, or if they are denied information and technical advice upon which sound judgments can be made.

(Frank Cousins, General Secretary, T. & G.W.U.)



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A new and challenging idea of community relations that charges industry with the task of removing the sordid ugliness it has itself created. In the past, states the writer, this blight has choked the growth of good human relations and would long since have driven our workers mad, had Nature not provided its own anaesthetic.

How Industry Can Play its Part as a GOOD NEIGHBOUR

By GEORGE GOYDER,
Managing Director, British International Paper Co.

WE are told by Peter Drucker in his book, "The New Society", that increased productivity in the next generation will depend on the attitude of workers rather than upon technology. There lies an immense reservoir of productivity, and there is the dormant power that management must exploit.

In conditions of full employment, however, if the workers' attitude is negative, industry becomes paralysed.

It is therefore up to management to attempt to change employee attitudes—a process requiring a fuller understanding of their nature and extent than is possessed or even admitted as essential at present.

A worker has two attitudes—individual and social—which are frequently in conflict. In the past management has tended to foster the individual attitude at the expense of the social. By profit-sharing schemes, in joint consultation and joint production councils and TWI, the accent has been too much upon men as individuals and too little upon men as members of a community, and not merely a community within industry but, more important, in the world beyond the factory gates. For, as Drucker says, the main incentives to productivity and efficiency are not financial but social and moral.

This is borne out by the researches of Professor Bakke of Yale, who found that the average worker in the United States desired what he called "social respect" even more than money. If he demanded more money it was because management had set this up as its symbol of industrial purpose.

The worker will measure his own responsibility to industry against the yardstick of management's example. If management wishes to appeal more to his social attitude and sense of common purpose it must give clearer evidence of its own social attitude.

Management at the present time is viewed by the worker with suspicion based not so much upon industrial relations of the past as upon what he can see around him today. The ugliness and untidiness of urban industrial areas suggest to the worker industry's complete irresponsibility. He has come to expect this attitude from industrial management, and even to look for it. This reaction is collective and is passed on down through generations of workers; whatever height wages may reach, this attitude, once created, will not diminish in the least. It will grow stronger rather, simply because the ugliness is not inevitable. There is always the example of Switzerland or the U.S.A. to point the moral that dreariness and untidiness need not go hand in hand with industry.

It can be argued that men and women in industry are largely unconscious of the ugliness surrounding them. Nature provides its own remedy for pain—a form of anaesthesia without which our industrial workers would undoubtedly long ago have gone mad. But it also dulls the mind and atrophies the senses. As it affects their collective, rather than their individual, senses it promotes a collective belief that the company could not care less for their well-being, and destroys all mutual confidence.

Tidiness on the other hand indicates a definite community-mindedness which inspires confidence. It is impossible to erase the mistakes of the past, but much tidying up could be done, and there is a pressing need for a constructive effort to ensure that it never happens again.

This does not imply paternalism, for

that can be equally destructive. When a company invades its employees' private lives it undermines that sense of security which, next to social respect, is one of the workers' greatest needs. If the company provides homes, recreational or educational facilities for its workers, there must be a minimum of delay before they are run by the workers themselves. A home can have only one owner—the company or the worker, and it is up to the company to stimulate interest and activity within the community without stifling initiative.

Basically the chief obligation which a company has towards the community is to guard against impairing its amenities —to make no more noise, smell, dirt or effluent than is absolutely necessary to the industrial process. Where amenities are inevitably destroyed it is the company's responsibility to create new amenities in their place. This may be costly, but it will, in the long run, prove less costly than the community's ill will, *for good industrial relations necessarily imply being a good neighbour.*

Obligations to the community differ from company to company. They are affected by considerations of size and locality. An international company will have national and even international obligations, for the community represents the entire social area affected by the company's operations.

One of the most important social amenities is the housing of the workers, which in this country is primarily the responsibility of the local authority. There is no reason, however, why a company should not set aside a certain proportion of its profits to aid the local housing programme. It is exactly that kind of assistance from a section of American industry over the past ten years that has turned Pittsburgh into one of the finest cities in the U.S.A.

It would be easy for paternalism to creep in here, but the company can avoid even the suspicion of it by surrendering complete control of the project to the local authority. However, by taking the initiative in linking its own effort with that of the housing authority the company can appeal to the social sense of its employees; it is an example to the worker of the company making, in Drucker's words, "whatever is genuinely in the public good become the enterprise's own self-interest". The employee will realise that he himself has derived and contributed to not only personal gain, but more important—social benefit.

"The peculiar suspicion of the British worker towards his boss is not only the result of the experiences of his grandfather. It is also the result of his personal observation. Ugliness, untidiness, blight and social disintegration can be seen wherever there is industry. English industry has dirtied the air, blighted the trees, fouled the rivers and condemned the workers to live surrounded by ugliness and dreariness. If this were inevitable it would not be so destructive of morale. But we see from the experience of industrial countries like Switzerland and U.S.A. that ugliness and dreariness are not inevitable partners of industry."

There are many examples overseas of firms contributing in this way. Outstanding examples are *Zeiss* in Germany and *Sears Roebuck* of Chicago, the latter insisting that each of its managers takes a prominent personal role in the life of the local community. Time and means are provided by the company.

Releasing top management for work in the community helps to achieve the correct balance in management's thinking, demonstrating that the company's social responsibility entails more than is owed to the shareholders and consumers. That balance must spread right down the line; there is no truly prohibitive reason why the eight-hour shift worker on the bench should not be released at times for community work. The Workers' Charter formulated sixty years ago by *Zeiss* took the company's social responsibility very seriously and provided that every worker should be allowed whatever time was necessary for voluntary community work, and should be paid his normal wage while doing so.

Obviously the idea of a contract for exclusive work is completely ill-advised. Any company which insists upon it is lacking in a proper sense of social responsibility.

There are probably several companies at present considering the inauguration of profit-sharing schemes. *They would do well to consider the alternative of investing part of their profits in schemes of benefit to the local community as a whole*, always bearing in mind that this discharge of social responsibility should be made after reference to their own employees. Co-operation could take the form of a division of the money: one half to be spent at the management's discretion, the other at the employees'.

The sense of participation which this creates can be best fostered by the exclusion of all conditions in the company's social work. *The company should help the community because it believes that is the right thing to do, and for no other motive.* If industry concurs with one of the maxims arising from the Duke of Edinburgh's recent study conference—that "social cohesion is the product of a shared hazard"—it can best demonstrate it by a shared responsibility towards the community. Continental Europe and North America are blazing the trail. It is up to British industry to follow.

Author of this article, Geoffrey Phillips, is Head of Employee Publications and Community Relations Department, **H. J. Heinz & Co. Ltd.**, and secretary of The British Association of Industrial Editors.

The idealism of the preceding article is a long-term project. But here is how a firm can develop good relations with the local community right away. The recipe's main ingredients are common sense and courtesy.

Build Up Your Firm's Community Relations NOW!

By GEOFFREY A. PHILLIPS

THE term "community relations" is a relatively recent addition to our industrial vocabulary. The functions embraced by the term are, however, not new; they are practised by a number of the more go-ahead concerns, if not under the specific heading of community relations, then as part of a general public relations policy. Others carry out a community relations programme in a rather desultory way, without even realising that they are so doing.

But perhaps we are jumping the gun; what are community relations? A definition may be useful: community relations are local public relations. They have to do with the establishment and maintenance of an environment in which a company can function harmoniously within the local community in which it exists. The aims of a realistic community relations policy should be to make the company a "good citizen" and a good neighbour; to make the local community pleased and happy to have that company as a local industry; to create in the minds of the local community the firm conviction that the company is a good place in which to work.

It may now be argued that all this can be taken care of by the public relations department. In a small undertaking it can be; in a large organisation, operating from many widely dispersed points, it should not. The P.R.O. is concerned with enhancing the prestige of his company on a national basis; he should have the wider aspect for the large, overall "territory".

The community relations officer's job is strictly parochial but equally—dare we say *more*?—important. It is he who seeks to create the right atmosphere in the immediate community in which the company exists, upon whose services and co-operation in many directions it greatly relies and from which *it draws most of its labour*.

Consider, for a moment, what a company can take, in the form of services, from its local community. Power and water; transportation facilities; housing; education; the services of religious, recreational and cultural bodies; civic, police and health services; the services of the local press; fire protection. It will be said, of course, that we pay in hard cash either directly or indirectly for most of these things. But the fact remains that the quality and measure of the co-operation we receive from the individuals who provide or administer these services is based, in turn, upon the measure of goodwill with which those services are given.

In order to secure this very necessary goodwill and co-operation, the company must give something in return and that is the function of community relations.

The main planks of a community relations policy should be, first and foremost, an enlightened and thoroughly fair personnel policy; second, good relations with the local press; third, a friendly liaison with civic, educational, recreational, cultural and religious authorities and bodies; and fourth, taking an active and helpful interest in local affairs of every kind.

The first consideration—the personnel policy—is the most important; the other three are each equally significant and follow close behind.

It cannot be emphasised too strongly that a good personnel policy is the prerequisite of successful community relations. If that is established, one can be made to serve the other. It is self-evident that an unhappy, disgruntled group of employees will make stillborn any attempt to create a good impression of the com-

pany in the minds of the local community in which those employees dwell. In other words, community relations begin where the results of them end: within the company.

On the other hand, if a company is staffed by employees imbued with a sense of loyalty for a management which treats them fairly and with human understanding, then each of those employees is an ambassador who will defend and enhance the company's good name and local standing.

If the personnel policy is the main plank of good community relations, then one of the nails which holds that plank down is communications. For good communication is the handmaiden of any successful personnel policy. There is today a much greater awareness of this fact—although the organisers of the recent Duke of Edinburgh's study conference saw fit to ignore it. For three weeks, 300 delegates from all over the Commonwealth met to study the human problems within their industrial communities; yet not one session nor one paper was devoted to the importance and the means of communication within those communities, and one with the other.

The *raison d'être* of a community relations policy is the desire to inform and to make and keep contact with the local community. It follows, then, that good communications are an essential to the success of that policy. For the employees to be well informed and to be thus enabled to spread the gospel of goodwill, they must know as much as possible about their company, its policies and principles, its progress and success.

7 Steps to Being a Good Neighbour

1. *Begin with a good personnel policy for your own works.*
2. *Appoint a community relations officer who can write well and speak in public.*
3. *Get to know the local newspaper editor and send him regular press releases about your firm's activities.*
4. *Read the local press carefully.*
5. *Give to local charities* before *the request comes.*
6. *Build up contacts with loca civic bodies of all kinds.*
7. *Encourage enquiries about your works and organise visits.*

There are, of course, many components to a company's communications programme. One of the most significant, so far as this article is concerned, is the house journal or staff magazine. For this publication, if it be properly run, will carry into the local community a true reflection of the atmosphere existing in the company, news about it and those who work in it and a clear indication of the company's principles, policies and progress. In other words, the journal will create goodwill, not only among the employees for whom it is primarily published, but also among their families and friends, and any others to whom the publication is sent. (This last consideration is emphasised later.)

If the house journal does not do this, then it is not worth the paper upon which it is printed. It is a lamentable fact that of the many hundreds of staff journals published in this country today, a great number fail dismally to recognise the fact that it is impossible to stop the journal being read by people other than the company's employees.

Surely the large amount of money spent upon the production of many of these publications could be made to do a better job, by an attempt to "angle" at least part of the contents in a way which would serve community relations?*

Mail Direct

In pursuit of the community relations policy, the house journal should, if possible, be mailed direct to the employees' homes. It will then have been placed where it can do its job best. It should certainly be mailed to a long list of local personalities, authorities and bodies, such as:

The mayor's parlour, the town hall, library, employment exchange, youth groups, local political headquarters, local M.P., local press, schools, citizens advice bureaux, chamber of commerce, evening institutes.

This mailing list should also be used for any other suitable material produced in the interests of good communications: the careers booklet; the staff handbook; literature on pensions, profit sharing, safety, company history. Any information on joint consultation will also, by reason of the fact that it shows that the company is run democratically, spread goodwill in the community.

* This question could form the subject of a whole article and we should be getting off the track of our subject if we dealt with it here. It is suggested, however, that any company which is not satisfied that its house jour al is doing its job properly should consult either the British Association of Industrial Editors, which is the leading authority on house journals in the country or the Industrial Welfare Society, which also runs a group specialising in the subject. Advice and information will be freely given.

If the question of communication within the company is an important factor in a community relations policy, so also is communication between the company and the local press. A steady stream of local press releases should be sent out, with photographs if possible. Where these releases mention employees it is advisable, sometimes, to consult them before including their names and addresses. But there are few people who are not rather pleased (if only secretly) to see their name in a newspaper—always provided the context is agreeable!

Do not suppose that an influx of press releases into the local editor's office will upset him. Experience shows that he will welcome all such material with open arms—and use most of it. The reporting staff of a local newspaper is rarely as big as the editor would like it—or as is necessary. A local paper is often hard put to it to "cover" all the events which it should. In the company's press releases the editor will be receiving material which he otherwise might never get. It is just the sort of material he wants—local news about local people in a local company.

The subjects of these press releases will vary tremendously. Here are some suggestions, all of which will reflect the company's activities and those of the people who work in it:

News of the company's expansion programme; the annual report and accounts; payment of a bonus; outstanding or interesting orders for goods; visiting personalities; sports reports; welfare activities such as dances, fetes, children's parties; individual successes of employees in their workaday or private lives.

In appropriate cases it should be ascertained in advance whether the local press would prefer to cover an event personally or whether a report should be sent. All press releases should be devoid of "padding" and be confined to a concise statement of the facts and circumstances. If the local editor requires amplification, he will invariably ask for it.

Every column inch (and there may be hundreds in the course of a year) obtained in this way, helps to integrate and identify the company's name with the life of the local community.

Now, just as the local press should be kept informed by the company, so should the company keep itself *au fait* with local activities by reading the local newspaper. It is often through this medium that the first intimation of important local events is received. The management should know as soon as possible of anything likely to s ggest a course of action in the interests of creating goodwill or of preventing illwill.

Going out among the local people. Recently **Dexion Ltd.** put its name before the Hemel Hempstead community when they made a film of local conditions primarily to show employees' wives the sort of place they would be living in when the firm's new factory was built there (see HEMEL HOMESTEAD, page 32).

Reports of proceedings at a council meeting should be studied, to see if there is any action proposed which could affect the company or those who work in it. The new mayor could receive a letter of congratulation and an invitation to visit the company at a convenient time. An appeal for any worthwhile local cause could be answered—*before* the request comes. Helpful suggestions for solutions to local problems could be offered.

All such action, if taken promptly and in the right spirit, will help to establish the company as a good "citizen" and a good neighbour. It is important that all approaches are made in a way which will make it clear that the company wants to be neighbourly, for its own sake and not for the purpose of ingratiation.

Whose Job?

So far we have tried to show the importance of a good community relations policy and some of the means by which it can be pursued. How is all this to be done? The answer lies in who is to do it. The community relations officer must be able to mix freely with and be acceptable to everyone; he must be trusted, alike by management, employees, representatives of the local press, civic officials and any others outside the factory walls with whom he may need to come in contact. The community relations officer must have an understanding of personnel and welfare work and, if at all possible, of journalism. He must be able to write and to speak in public. If he has all these qualifications it should follow that he has the most necessary thing of all: adequate status within his company.

If the company or organisation is small and without country-wide ramifications, it may not be considered necessary to employ a full-time community relations officer. In this case the duties can be successfully combined with those of P.R.O., welfare or personnel officer or the editor of the house journal.

It is hoped that a case has now been made out for the importance of good community relations and that it has been shown that they do not fall into the category of just another "ism". From a personnel officer's point of view, the subject should have real meaning in these days of full employment and the consequent difficulty of filling vacancies. Prospective employees are, today, much more selective than at any previous time in this country's industrial history. This applies whether the vacancies are salaried or hourly-paid. Those seeking a job will go for the company of good repute—and not always for the sake of the long-term prospects, so much as the impression gained of the conditions of employment. Good community relations will create that impression, will make it a conviction.

A fair means of assessing the extent to which a community relations policy is succeeding is by the number of *unsolicited* enquiries for vacancies which the company receives. Under present-day conditions, those enquiries will only be made by those who think it worthwhile; those who have heard or have been told that the organisation in question offers the likelihood of good employment.

A company which has good conditions of service and offers attractive employment has only itself to blame if it fails to get the labour it requires through a disinclination to broadcast its attributes and to present itself in the best possible light. This is not being pretentious; it is good business.

Taking the wider view, a more universal practice of community relations might help to create a new climate in the industrial community of this country—a climate in which a great deal of mistrust could be eradicated through a better understanding of the aims and policies of management.

If you have a story of national interest see that it gets around. When Dr. Fuchs and Dr. Rogers of the trans-Antarctic expedition toured the Liverpool plant of **Evans Medical Supplies**—one of the expedition's suppliers—the firm saw that the event was given the publicity it deserved.

COMMUNITY RELATIONS IN ACTION

—Small Firm Sets an Example

By ROBERT McKINNON

Being a good neighbour is not all give and no take. Consider the local community and stimulate its interest, and your firm will reap dividends as the story of this small firm shows.

FROM the preceding articles it will be seen that the modern idea of community relations covers a multitude of activities that may ultimately bring about the social and architectural overhaul of an entire district.

But it is on the shop floor that industry starts being a good neighbour and, in so doing, a firm may find that it has cast its bread upon the waters and been well and truly rewarded for it.

A case in point is W. G. Grant & Co. Ltd. of Carnoustie, the well-known Scottish golfing resort. This is a small firm engaged in jute weaving at what it advertises to the local community as "PANMURE WORKS—The Factory by the Sea". Here, it employs a total of 155 men and women.

In all its branches Grant's is a go-ahead firm, but two features of its relations with the local community are of special interest. These are its efforts to attract young girls of school-leaving age into Panmure Works and the pains it takes to see that the girls are not only given the best possible training but are made to feel at home from the day they join.

In Dundee and district the jute industry employs about one-third of the local labour and naturally in these days of over-full employment competition amongst firms for suitable youngsters is very keen. Grant's see to it, therefore, that the local community knows all about them. Attractively printed leaflets describing conditions and prospects at the factory are regularly distributed to the local youth employment officer, union secretaries and local schoolmasters, and this is supported by smart eye-catching advertisements in the local press (see illustrations). The press is also kept informed of the company's news and ideas and factory visits are arranged for local personalities and civic officials.

Through all these activities, Mr. W. R. R. Bruce, the director in charge of personnel, told me "the idea that factory work is beneath a girl of reasonable education is definitely being broken down".

Suitable girls for training as loom operators are chosen by means of interview and selection tests. These have been so designed by a firm of management consultants that girls who come through with flying colours should have no difficulty in developing into first-class weavers who, by the age of 17, can earn well over twice their initial starting pay of £3 a week. Those who do not pass the selection test have saved wasting their own time and the firm's.

DULLNESS FORBIDDEN

Advertisements in the local press (right) are bright and original and prominently state the starting wage. Below, some covers of folders sent to local employment exchanges, school masters and union secretaries. Here is a most effective means of putting your firm across to the local community.

Three stages in selection and training. On the left, the ball dropping test to measure ability in using both hands working in conjunction. Centre, a new trainee on one of the efficiency exercises is timed by the instructor. Right, working the moving loom for the first time. Every effort is made to make the training interesting and different.

This "entrance exam", as it has been called, is in four parts: aptitude, dexterity, perception and eyesight. In cold print it might sound rather formidable but in actual fact applicants themselves agree that it is great fun. The firm for its part is really proud of its selection procedure and recently invited a number of people concerned with the employment of labour in the district to see it in operation.

Test Details

Aptitude consists of a paper and pencil test which is independent of the applicant's level of education or language ability.

Dexterity is in three parts. First the peg board which is a test of manual dexterity consisting in transferring a number of pegs from holes in one board to similar holes in another, first with each hand and then with both. Second comes the pin board for fine finger dexterity. The subject has to pick up three pins at a time from a shallow tray and put them into holes in a board as quickly as possible. Only one hand at a time is used. Third is the ball dropping test to measure ability to make independent co-ordinated movements of both hands working in conjunction. A stand supporting a tube is used. The task consists of picking up a small ball with one hand, dropping it through the tube into the other hand and placing the ball aside while the first hand selects a further ball.

Perception requires the use of a printed sheet having a number of figures and letters against a camouflage background. The applicant tries to spot as many as possible in a given time.

For *eyesight* a stereometer is used. Various tests are given since good sight is essential to textile work. In cases of doubt the applicant is always referred to an optician.

Applicants who pass the "entrance exam" are then put on training for the job. This is in two parts, skill development and stamina development, *and particular care is taken that learners at this stage are not disheartened nor distracted by performances on the looms in the factory itself.* To this end the training looms are boarded off from the rest of the long weaving shed and learners compete with each other and go on until they can take over in the factory for short spells.

Girls spend about two weeks in the training centre followed by two weeks on the training looms and, thereafter, five to six weeks on 2 loom operation until the trainee reaches an efficiency of 82 per cent. At this stage the trainee then has to wait until a set of 3 or 4 looms becomes available.

Induction goes hand in hand with training; sometimes the two are really indistinguishable as, for instance, the use of filmstrips to show the scope and background of the jute industry. Girls are, of course, told of the various welfare facilities at Grant's and given talks about the firm and its history.

At first thought it may seem stretching a point to see a community relations policy in this training programme. But Grant's have made a special point of bringing it to the notice of people in the district and the results speak for themselves. There were none to start with as it was launched in the holiday season. Afterwards came seven applicants in one day—"since when", said Mr. Bruce, "we have never looked back and we are now having to turn away applicants."

The company has always been community minded, however. It was originally founded in 1857 by a Mr. James Smieton who, in addition to the works, built cottages for his work-people and a community centre known as Panmure Institute. He was an unusual employer for those days so much so that in 1874 the local factory inspector wrote in one of this reports:—

"In visiting factories it is always pleasant to notice any efforts made by the occupiers to promote the social well-being of their workpeople. In this respect Messrs. James Smieton of Panmure Works, Carnoustie, afford a praiseworthy example."

This policy has been continued by Grant's who purchased the factory in 1932. In the factory new methods of mechanical handling have been adopted, automatic looms installed and the whole completely modernised. The Institute has been brought up to date as well. It now boasts a modern dance floor, projection television, wireless public address, radiogram and new heating system.

The firm's plans for their centenary this year include a gift to the local borough and the possible construction of a small park in the surrounding factory areas. They tell their new girls that the factory works as a team. But it is obvious, too, that they work as a team with the local inhabitants. They give and they receive —and from their example clearly any other firm whatever its size could do likewise.

"... it is on the shop floor that industry starts being a good neighbour and, in so doing, a firm may find that it has cast its bread upon the waters and been well and truly rewarded for it."

Management News & Ideas

Firm Launches Scholarship Scheme

HOOVER Ltd. are to award three university scholarships annually, two for honours degrees in electrical engineering and one for an honours degree in mechanical engineering. The scholarships, tenable at Southampton University, chosen because of its strong engineering faculty, will each be worth about £1,900 over the full period of study.

The company will also award four exhibitions annually for courses at technical colleges for diplomas in technology. These will each be worth £1,200 over the period of study.

The scholarships will be open for competition to sixth-form pupils at public and grammar schools who have attained university entrance examination level. The courses will be of five years' duration, the second, third and fifth years being spent at the university and the first and fourth under training in the company's engineering school and in various factory departments. The courses are also to encourage what the company calls "broadly based academic studies."

During residence at the university, £285 per year will be awarded to each student, while during periods spent at the company's establishments each student is to be paid on a scale increasing half yearly from £5 6s. 3d. per week at the age of 18 to £11 11s. per week at the age of 23.

The exhibitions will be for candidates with passes in pure mathematics, applied mathematics and physics at advanced level General Certificate of Education and will be for sandwich courses leading to the diploma in technology.

New Craft School

A NEW Craft Training School for apprentices employed by British Oxygen Engineering Limited was opened recently at Edmonton.

Since 1951, when the company's new apprenticeship schemes were first put into operation, it was felt that there was a great need for a training school to be completely separate from the production workshops. It would provide apprentices embarking on a five-year course with the firm with a real knowledge and appreciation of basic engineering craft skills.

The school will also be used for advanced craft training and also for third-year apprentices to ensure that experience gained in the previous two years in the workshops is firmly established, that misconceptions can be rectified and new developments taught.

The school was completed in nine months at a cost of £26,000. The building comprises a machine shop, fitting sections and a lecture room, and the shops are laid out to enable the wide range of work in plant, industrial, medical and aircraft fields to be covered. The school can also be used for intensive courses for the upgrading of fitters, machinists and inspectors, and also for the teaching of new techniques to staff in general. It caters for 45 to 50 students.

Silver Lining

A WHEELBARROW-LOAD of florins and half-crowns to the value of £100 was recently presented to Mr. R. C. Noon, a maintenance fitter at Smedley's Wisbech cannery. This gimmick was used in order to draw special attention to the suggestions scheme throughout ten Smedley canneries in Great Britain. Mr. Noon invented a modification to carton forming machines which resulted in a 20 per cent increase in the filling rate without extra labour or overtime payments.

When Executives Should Begin to Worry

ONE popular fallacy currently being scotched is that business executives are more prone to heart disease than those in less demanding occupations. Relative age has far more to do with the possibility of having a heart attack, according to Dr. Paul Dudley White.

Undoubtedly, heart conditions cause a great waste of fine executive talent—one of the few commodities genuinely scarce in today's business world—and there is good reason for business men to take their health seriously. One eminent consultant to industry has tabulated seven "danger signals" of approaching heart trouble which deserve the attention of every business man:

1. A tendency to start putting on weight.
2. Losing sleep because of business worries.
3. Growing apprehensive.
4. Developing a dislike for responsibility.
5. Finding the heart beating faster as job pressure rises.
6. Becoming reluctant to accept promotions.
7. Needing a drink or two to "get homework done."

One obvious answer, from the corporate standpoint, is a system of regular medical examinations for executives—at least as good as those furnished as a fringe benefit to employees, or by some unions to their members.

—The Biddle Survey (Biddle Purchasing Co., New York), 5th January, 1956.

BAD OLD DAYS IN SAFETY TABLEAUX . . .

HIGHLIGHT of a varied programme arranged at the main Liverpool factory of Automatic Telephone & Electric Company, in connection with the National Industrial Safety Week, was a stage presentation of a series of colourful tableaux depicting safety progress through the ages.

The scenes depicted what the factory might have looked like in A.D. 56 (Stone Age), in 1756 (Industrial Revolution), and what it looks like today. The script, which was written by Miss D. M. Cubbin, the company's welfare supervisor, was narrated by Mr. Robert James, a member of the Liverpool Playhouse. The cast was made up entirely of A. T. & E. employees.

Other special events arranged at the main works and branch factories during the week included a "spotting the hazards" competition, and a contest to find the best safety idea. Film shows, poster displays and exhibitions of protective clothing were among other features.

Employees enjoy their "wretched" conditions.

CHIEF INSPECTOR STILL NOT SATISFIED

THERE were 188,403 accidents during 1955 in all premises covered by the Factories Acts, compared with 185,167 in 1954, states the latest annual Report of the Chief Inspector of Factories, Sir George Barnett. This increase was due, however, to the fact that more people were at work than ever before, and in actual fact the over-all accident rate was the lowest yet recorded.

Other points made in the Report were as follows:—

The guarding of certain specified parts of new machinery had a legal obligation of which makers were becoming increasingly aware, but imported foreign machinery remained a perennial source of trouble.

The increase in mechanisation was eliminating much heavy manual and dirty work but firms had to guard against new risks of a more complicated nature. Nowadays, chemical, electrical and engineering hazards might be found together in one plant; the old clear borderlines between trades were tending to disappear.

Progress in reducing accidents among women and girls is being made but not fast enough, even bearing in mind the large increase in numbers employed during the last few years.

Even in factories where lack of space was not an acute problem there was plenty of evidence of poor housekeeping and general lack of tidiness. Sir George put order and tidiness as "Number One" on the list of accident prevention priorities.

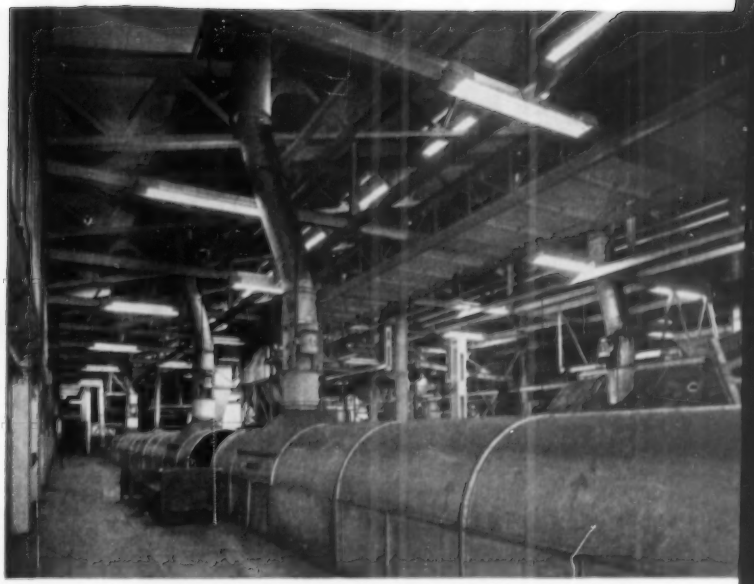
Inspectors report on the increased use of safety footwear. In addition, foot accidents had clearly demonstrated the need for men who wear safety footwear to have two pairs. The accidents have occurred while safety boots were being repaired.

Worthy Retort

STUNG by a Press criticism that the English worker thinks only of his football pools, a Sutton Coldfield builder, Mr. T. P. Smith, and his workers erected a two-storey, three-bedroomed house in two days. The work, moreover, was done in the space of a weekend—a time when the worker's fancy is most likely to turn to his alleged obsession.

But this was a home win of a different order. Work began at 8 a.m. one Saturday, the foundations and the damp-course having already been laid. By noon the upstairs windows were in place and work continued by floodlight until a late hour. On Sunday the plumbers were at work and on Monday, while the workmen were tidying up, the furniture vans arrived.

Result: a first dividend in sense of achievement.



—but the Chief Inspector would be satisfied with this foundry of **Platts (Barton) Ltd.,** which is fully automatic and said to be the most modern in Britain. **G.E.C.** Engineers planned the lighting scheme. Construction began in 1954 and it is now in production.

Has Your Firm a Holiday Problem?

A COUNCIL for Holidays in Great Britain has been set up primarily to encourage workpeople to take an annual holiday. Despite the fact that holidays with pay for all are now decreed by Parliament, half of our working population still spend their holidays at home.

Lack of money is the main reason for the large number of stay-at-homes, and it is here that the Council will help by arranging for workers to pay for their holidays out of their wages without any extra charges or interest rates.

More fully, the Council's objects are stated as follows:—

1. To encourage holiday makers at home and from overseas to take holidays in Britain.

2. To provide information and advice on holiday resorts and hotels, and to arrange holidays for people at prices they can afford.

3. To secure the extension of the annual holiday season, and so enable hoteliers to improve standards and facilities and reduce charges.

The money to run the Council is planned to come from three main sources: business undertakings, trade unions and like bodies and subscriptions from those catering for holiday makers.

Firms making use of the service will be asked to pay £5 up to 100 employees, £10 in the case of those employing between 100 and 250, and so on in stages up to £50 for firms with 5,000 and over. Trade unions will be charged £1 per 1,000 members up to a maximum of £100. Hoteliers will pay 10s. per room up to 10 rooms, then £5 a year for 10 to 20 rooms, then by stages up to £25 a year for 100 rooms or over.

Further details can be had from I. MacPhail, Dexion Ltd., 65, Maygrove Road, London, N.W.6.

No Hand Went Up

"HANDS up those who have heard of industrial mathematics", asked Lord Halsbury of members of the Institution of Works Managers when they met at Southport recently to celebrate their 25th anniversary.

Not a single hand went up, so Lord Halsbury went on to explain that industrial mathematics was going to do more than anything else to revolutionise management techniques in the next 25 years.

This, his audience soon realised, was not a trick nor some catch-penny idea. Industrial mathematics included, among others, such items as linear programming, "the theory of queues", the theory of social relations and "the theory of games of skill and bluff". He assured those present that these and many others would be the jargon of their successors in 25 years.

Tool of the new industrial mathematics was the electronic computor and he went on to speak of states of "complete computorisation" with computor teams available to solve many hitherto insoluble problems.

Works managers would be able to request the solution to problems which today demand time and intelligent guesswork.

How to Train Office Workers

1.—*Instruction at the desk*

By J. N. GIBSON, B.A., LL.B.,
Training Officer of the London County Council.

This is the first of four important articles outlining a programme for the systematic training of office workers at all levels. The author's theme is a challenge to management to make the most of their human "raw material" and to do so right from the first day of employment.

TO meet present-day needs we must make the maximum use of available man-power. More than ten years after the war our resources are still extended to the utmost. In these conditions employers often have only a limited field from which to recruit, and new workers in factories and offices are often ill-equipped to operate to their full capacity because they do not know how. Some pick up the job from experienced workers, but this takes a long time except for the simplest jobs, and high proficiency is seldom attained in this way.

Systematic training is the remedy, and it is being applied—in factories. But not in offices, or not very much.

But training in what? Every office makes different demands on its personnel. This is the reason why the period *following* engagement provides the crucial opportunities for the training of office workers even though they must be in possession of certain elementary clerical skills before they can be engaged. If these opportunities are missed, it is difficult to recover lost ground.

But the danger in post-entry training is that it tends to become the part-time job of an already overworked supervisor or office manager who has no special ability, either innate or acquired, for teaching a job, and who has little relish for the task. Yet there is an art in training office workers, for it has been shown beyond doubt that supervisors differ considerably in the results they can obtain with the same staff, and further that people tend to get more satisfaction from working under an efficient supervisor.

The reason for this is simple—an efficient supervisor knows how to secure the required results with the least effort. This is an art that can be learned.

But there is no magic formula, no course of "Six Easy Lessons." We start from what we know—that every person is different from the next, and conclude that to train young Joe up to his full capacity as an office worker we need to know not only the jobs we are to teach him, but as much as possible about Joe himself. As Joe is young, he probably won't talk much—at first. That is our first hurdle. Some supervisors never surmount it, and seldom exchange more than a few words with newcomers.

Training in office work involves much more than training in basic clerical processes. In its own interests (to put it no higher) management must develop an integrated programme of training at all levels. The programme would fall naturally into the following divisions:—

1. Initial and subsequent training at the desk.
2. Induction courses for new employees, and the follow-up.
3. Courses for supervisors, and the follow-up.
4. Courses in management, and the follow-up.

It is intended to cover these topics in a series of articles, in the order given. Training at the desk is not only the beginning, however—it also runs throughout training in supervision and management. Even at top management level, the man who is past learning at his desk—i.e. past being trained by his equals and subordinates—is also past his best work. In addition, formal training in classroom and conference is indispensable if employees are to see their work as a contribution to a larger whole and to take an intelligent interest in it.

To encourage a general curiosity about the whole of the office pays dividends in increased competence and versatility—employees become more easily interchangeable, a considerable asset at times of annual leave, sickness or unforeseen emergency. And on top of other forms of training, management must arrange to provide experience of adequate breadth by periodical changes of job for all grades of office workers, including the managers themselves.

The training programme must come into operation on the first day of employment because of the importance of first impressions and of the feeling of "belonging" in reducing staff turnover and producing high morale, i.e. a high level of willingness.

A welcome by the personnel manager which puts the newcomer at ease cannot be dispensed with. This need not be an individual interview—up to seven or

eight newcomers can safely be seen at one time without destroying the intimacy of the occasion. Communication *both* ways should be aimed at, and newcomers should feel free to ask questions or mention any difficulties that occur to them.

A small handbook containing the most needed information and rules, with cartoons and illustrations, is essential. Every new entrant should be given a copy, and the personnel manager should spend a few minutes calling attention to the salient points—in particular, arrangements for pay, sickness and leave rules, method of recording attendance, washroom, canteen, and welfare facilities. (In all this, by the way, a cup of tea helps.)

"A small handbook containing the most needed information and rules, with cartoons and illustrations, is essential."

Job for Supervisors

The responsibility for training newcomers at the desk rests squarely upon the supervisor, whether he discharges it directly or by delegation.

Every newcomer should be properly introduced to his supervisor who should, whether he believes he has the time or not, spend a few minutes in conversation with him. This is not time wasted. The conversation should be purposive and can save much time later. After a brief explanation in simple terms of the work of his section, the supervisor should try to get the newcomer to talk about himself. His success in this will depend on the friendliness of his initial approach, on his readiness to listen and on his ability to put the other at his ease. The supervisor should ensure that the newcomer knows his way about the building.

From this first interview the supervisor will have formed a rough estimate of the new man, and he should now introduce him to the other workers in the office or section (but not to too many at the same time) and give him a job to do which the supervisor judges to be within his capacity, pointing out that this is not necessarily the job on which he will spend most of his time. The objects of this are:—

(i) To enable the newcomer to feel that he has made some contribution at the earliest moment to the work of the office. This is of great importance for developing "team spirit".

(ii) To give the supervisor a first check on his original rough estimate of the new man.

In allocating this work, the supervisor should follow the pattern of telling the new man what is to be done, letting him do it, then telling him what he has done and how the results are used in the office. If he has done something different from what was ordered, the supervisor has an ideal chance to give a useful piece of desk training. It is important for supervisor and trainee to remember, both now and later, that the quickest way to proficiency is via the study of mistakes—preferably one's own.

As soon as he can, the supervisor should give the newcomer work on which he will be engaged for some time. This gives the new man the necessary feeling of security in a job that is his own and for which he is responsible—his first taste of responsibility. The supervisor, or someone delegated by him who knows how to train, should guide the new man and help him in difficulties.

The pace of the training given should be adapted to the ability of the trainee. Going too fast causes bewilderment, going too slowly makes training less interesting and attention wanders. The trainee's general educational attainments must also be taken into account. The trainer's first requirement therefore is to know something about his man—and on this the supervisor should give him as full a briefing as he can.

But however quick and accomplished the trainee, technical terms should never be used without explanation. It is difficult for anyone of experience to keep this continuously in mind, and so one of the first things the trainer must do is to make it clear to the new man that questions are *welcomed* at all times. Many failures to understand and costly errors have been prevented by this simple device.

All office workers, not only newcomers, must be trained to seek the supervisor's instructions intelligently, i.e. to state the relevant facts and precedents, to indicate clearly what the problem is, and to suggest an appropriate solution.

It is assumed that up to now no skills or knowledge have been demanded of the newcomer other than those possessed on recruitment (responsibility of those in charge of selection) or those which can be taught at the desk (responsibility of supervisor). But after about ten to sixteen weeks new recruits should be given formal training at an induction course.

NEXT MONTH—Induction Courses.

6 Hints for Helping New Employees

A. *The Personnel Manager's Job*

1. Welcome newcomers, put them at ease, encourage questions.
2. Present the firm's staff handbook, explain main points.
3. Make the personal introduction to the supervisor.

B. *The Supervisor's Job*

4. Make time for a chat, listen—as well as talk.
5. Introduce other workers—but not too many at first.
6. Give the entrant a job to do as soon as possible.

Today's Ideas in NEW BOOKS ★ NEW FILMS

LIFE-LONG SECURITY

Industrial Pension Schemes. *William Durham, M.A. Industrial Welfare Society. 8s. 6d.*

THE author of this most informative and necessary survey is already well known to readers of this journal through his recent series of articles on personnel records. In this latest booklet he provides a systematic analysis of background information that should be of great help to any executive charged with working out a suitable pension scheme for his firm.

A recent Gallup Poll in industry asked the question "Which of these do you think is the most important?" listing, among others, better working conditions, better pension schemes, profit sharing schemes, long-term contracts and higher wages. Thirty-five per cent of those responding put better working conditions first and 28 per cent pension schemes.

Mr. Durham analyses the different types of schemes and surveys their operation in more than 200 firms. The text has been kept concise and strictly factual and a number of useful tables lend support. One interesting conclusion is that where smaller firms do have schemes for works personnel, there is a stronger tendency for them to apply the same scheme to both staff and works employees; the larger firms tend to have separate schemes. But, in all, the booklet does present a representative picture of the development of industrial pension schemes through the country in firms of over 250 employees.

PLANNING HEALTH

Functions of an Occupational Health Service in an Industrial Organisation. *Industrial Welfare Society. 5s.*

TOWARDS the end of 1952 the Association of Industrial Medical Officers decided that a document should be prepared which would set forth the functions, aims and objects of an industrial or occupational health service. This was in response to an increasing number of proposals for the development of such a service on a national basis.

This booklet, then, published by the A.I.M.O. with the assistance of the Industrial Welfare Society, sets out a clear statement of the tasks which would concern those working in such an expanded service. An outline is given of the scope and functions of an occupational health service together with a brief account of some existing services and their costs and the training of medical practitioners in occupational health. It also serves as an excellent guide to those organisations and official departments interested in the subject.

ORTHODOX PRECEPTS

Management In Action. By Lawrence A. Appley. *Bailey Bros. & Swinfen Ltd., 46, St. Giles High Street, London, W.C.2. 40s.*

THE Art of Getting Things Done through People" is the sub-title of this one of the most recent symposia on better management to come from the U.S.A. The author is one of the leading figures in the American Management Association and this book consists of a selection of his writings that have appeared in various publications from time to time.

What new can one say about these tomes that form part and parcel of America's managerial scene? In that it subscribes to the accepted values of Western morality, that it advocates the need for sound industrial relations, that workpeople have got to be understood, that its precepts suggest an amalgam of Samuel Smiles and Dale Carnegie—in all these things this book resembles a hundred others on the same theme. The chapter titles more or less tell the story: "Basic Attitudes Towards People", "Thoughtful Management", "No Mistakes—No Progress", "Know Them By Their Names"—and so on.

In the final chapter, Mr. Appley speculates on the future role of personnel administration. "To put it very simply", he says, "personnel administration has the responsibility of maintaining the American way of life in work relationships."

To sum up. A useful volume for the reference library or for anyone wishing to get an accurate picture of orthodox American thinking on industrial relations.

IRON IN THE SOUL

THE centenary of Sir Henry Bessemer's revolutionary process for making steel cheaply and quickly from hematite ore has inspired the *Workington Iron and Steel Company* to pay tribute in film. Industrially there can be no doubt of the achievements of *United Steel* (of which the Workington company is a branch) but *The Steel Road* proves one of the stereotyped industrial films to which the British cinema public is growing accustomed.

True, the music—now solemn, now discordantly mechanical—does little to spoil the sheer thrill of the "blowing" process, when a furious spout of flame roars from the mixer, the colour camera catching superbly both the fascinating horror and the exciting colour changes. There is a falseness, however, in the tensed faces of the men controlling the various processes—men to whom this is, surely, a routine job of work; and the script is aiming for the under-twelves when it describes red hot "blooms" being rolled into rails as "wagging their tails with pleasure" at their progress.

Bessemer, we are told, would have been proud to see so many rails stacked ready for shipping to all parts of the world. But one wonders if he would have been proud of the unsmiling faces in the shabby Workington streets, and the stolid, grey "modern" housing estate where no blade of grass or leaf of a tree was allowed to suggest discord in a depressing symphony of concrete. Perhaps he might if he were typical of the dour, calculating harbingers of the industrial revolution who scarred the face of Britain, and gave us prosperity at the expense of beauty.

A fine achievement but no blade of grass.

HEMEL HOMESTEAD

This is the title of a new 10-minute colour film produced by *Dexion Ltd.*, primarily to give employees' wives an idea of the kind of place they will live in when the company moves to its new factory at Hemel Hempstead.

New towns are said to lack that indefinable thing called "atmosphere", but that is not the impression induced by *Hemel Homestead*. Somehow the film conveys bustle and a sense of community spirit as well as newness and neatness.

The whole was "shot" by members of *Dexion* staff, using a *G. B.-Bell & Howell* model 603 auto load 16 mm. camera, and produced for under £300 including the services of a professional film editor.

Boost Canteen Sales With—SALESMANSHIP!

By WINIFRED McCULLOUGH
Senior Canteens Adviser, Industrial Welfare Society.

Good wine needs no bush! This old saw has alas never been true of the industrial canteen. Good food must be sold, and here are three practical ways of doing it.

THE canteen has three shop windows:—

1. The menu board;
2. The food it sells displayed on counter and trolley; and
3. The attendants who serve behind the counters and who make their way around the factory behind their laden trolleys.

However excellent the food, however quick the service, however low the price—unless these shop windows are strikingly dressed, sales will be lower than they should be.

There are three main ways of selling your canteen food: these are by display, by description and by personality.

SELLING BY DISPLAY

Pride in the good food available must be communicated to the people whose job it is to dress out counters and trolleys and to keep them fresh and attractive throughout the meal break.

But as well as pride they need know-how. The art of dressing a cold counter is one that must be painstakingly taught to the person responsible. Well chosen dishes and garnishes make a great difference; utter cleanliness is one of the finest aids in displaying food. Don't be satisfied with the ordinary garnish of cress and parsley. Try a few nasturtium leaves and flowers; some fruit that has been washed and polished with a trace of olive oil; a few radish roses; some brilliant red and green peppers. Try, in fact, a dash of imagination, a touch of ingenuity.

Nothing should ever be on or around a food counter that does not actively promote appetite. The dishes and utensils on it should be bright and clean and in good repair—away with soup in saucepans and milk pudding in chipped, blackened, enamel dishes. Mops and brooms and buckets should be conspicuous by their absence. Dishcloths modestly resting in clean bowls of water (not forgetting a drop of detergent). Every drying cloth in sight should be spotless. Empty dishes should be taken away as soon as the last portion is gone. Ladles and spoons should be sterilised between each service.

In addition to such matters, which are primarily those of training and supervision, the appearance of the counter and the food on it can be infinitely improved by brilliant lighting: by the inspired use of colour on and behind the counter and by making sure that such glimpses of the kitchen as are visible are pleasant and appetising.

An occasional trip along the counter as one of the dinner queue can pay surprising dividends to the person in charge

*One canteen that makes a point of **selling** its food is that at the head office of **Kodak Ltd.**, in Kingsway, W.C.2. Above, a well appointed snack bar service for those who do not want a full meal. Right, staff relax in the coffee lounge. For firms with the space, a coffee lounge is always advisable both as a social amenity and as a means of clearing the dining room.*

in the shape of exciting glimpses of greasy mops, dirty brushes, grey tea-cloths and wilted salads.

Trolleys, too, can be ambassadors or quite the contrary. The trolley itself is of great importance. Is it easy to negotiate so that the tea is not unduly shaken up and the cream doughnuts are not on terms of reprehensible intimacy with the sausage rolls? A reluctant, bulky trolley puts its conductor into an uncertain temper and adds edge to the voice with which she describes her unhappy wares.

A tea trolley should be silent: smooth and pleasant to look at. It should be easy to clean and have proper storage and display facilities for its wares. There should be a drawer for money and some means of catching spilled tea decently. There is no reason why a trolley should not be a small attractive shop on wheels. But to make it so and keep it so, in spite of uneven floors, factory dust and general wear and tear, does take a good deal of hard work and close supervision.

Trolley inspection, including taking a drink of tea and tasting a sandwich for freshness, should be another regular job

SELLING BY DESCRIPTION

The menu board is the mouthpiece of the food service manager. Here he must express his pride in the food he sells or satisfy his darker nature by chalking staggeringly on a threadbare board such cryptic invitations to indifference as:—

MEAT PUD.		STEW
MASHED	or	POTS. PEAS
B. BEANS		CAB. PUD.
		RICE

The menu board should be clearly visible, neatly written and should describe food in an appetising way. Not untruthfully—that defeats its object—but intelligently, enthusiastically. For example:—

BEAFSTEAK PUDDING
CREAMED POTATOES
BAKED BEANS IN TOMATO

or

HARICOT MUTTON
MASHED POTATOES: GREEN PEAS

are just the same meals as the earlier examples, but how much better they sound.

It is a good thing to put up menus in halls and changing rooms. To find out whether a "special" line could be announced over the Tannoy. To publish a month's menus in advance in the works magazine. To have menu holders fitted to the trolleys and advertise your "Special for today" at the morning break.

Special lines are wonderful sellers. They make your menu exciting. If anyone can be found with a gift for words or for drawing, the menu boards can develop real personality. But, whatever else they do, they should always reflect a pride and interest in the food on sale: a desire to give pleasure through the food and a feeling of alertness, of novelty, of change.

SELLING THROUGH PERSONALITY

A new cold counter unit may cost £600 and is chosen and installed with immense care and looked after meticulously so that it will work with maximum efficiency.

A new counter hand is often not selected at all in the true sense of the word and, having been fitted out with an overall that doesn't fit her and a cap that makes her look ridiculous, is thrown in at the deep end of the service counter and expected to keep afloat.

She learns to slosh food on to plates at reasonable speed. If she is a sociable soul she will even smile again when the feeling of panic has died down, but she won't *sell* anything to anybody. All the thought and care and money that went into the meals will be wasted on her and SHE IS THE POINT OF SALE.

A counter or trolley attendant must be right for the job in that she is fairly young, adaptable, quick moving and even-tempered. She must be initiated carefully into the job so that it never overburdens her nor lets her form bad habits of either the technical or more personal kind.

The girl who hands the food over must know all about it. She must have a taste of every new dish and a clear explanation given her of what it is made of and how to serve it.

She must know how to keep her station bright and clean and the food she serves hot and appetising in appearance. She must be taught to have a smile for everyone and no more than a word or two for anyone.

Her appearance is of the first importance. Hands, make-up, hair, uniform, shoes, stockings, all must be trim and suitable.

The wise manager has regular meetings with his counter staff to put across to them his ideas and plans and to get from them the information about consumers' likes and dislikes that he can get in no other way.

IDEAS TO BUILD UP SALES

Go after the people who *never* use the canteen. Try to find out why. Do they eat at their machine because the dining-room is too far away? Are they the older group who prefer a quiet rest? Are they the lower-paid workers who can't afford a full meal? Could their needs be met in some way?

Try to turn the occasional into the regular customer. Watch the menus that bring in the greatest number of casuals. Are they attracted by the higher priced "Special" or are they fish and chip devotees? Or do they come only when they happen to be in funds?

Try to get part-time workers to have more than a cup of tea at starting or finishing time. They are usually in a great hurry and welcome a substantial but quickly eaten snack.

6 Ways to Boost FOOD SALES

1. *Keep your counters clean, well lit and display food appetisingly.*
2. *See that food trolleys are always arranged to best possible advantage.*
3. *Make your menus attractive to read. Describe meals in full.*
4. *Go in for special lines at regular intervals.*
5. *See that your counter-hands are smart, clean and, if possible, reasonably young.*
6. *Teach them to serve food, not slosh it on a plate.*

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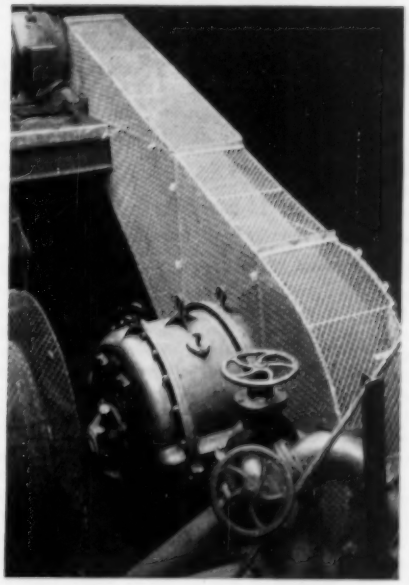
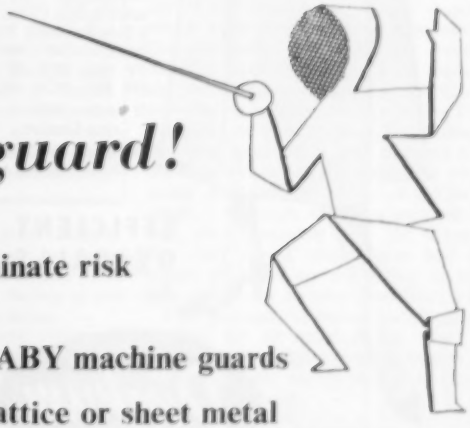


on guard!



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DISCUSSION LEADER

Social Secretary or Personnel Manager?

The executive who was given the job of organising the children's party

EARLY in November I received a letter from a personnel manager to which I replied directly then, but with the holiday season just over I feel this is the appropriate moment to print this letter and my reply.

He wrote: "*Our firm does light engineering and we employ approximately 800 people. I have the title of 'Personnel Manager', but I sometimes feel I am a general factotum with all the odd jobs which no one else wants to do getting thrown at me. Yesterday the managing director sent for me and said wouldn't it be nice if we 'gave a party for the kiddies' sometime before they went back to school after Christmas and would I please organise it?*

I have only one clerk helping me and I feel this is one more job which I could well do without and further that organising social events is not part of the function of a personnel manager. Could you please advise me what you think of this?"

I replied: "To me your letter carries an undertone of strong feeling which has perhaps crystallised and come to the surface as a result of the incident you have just experienced.

"You do not say what other functions are considered to be part of your duties. Are you, perhaps, feeling that too much of your time is taken up with a variety of administrative duties and that you are not being used enough by the management and by supervisory staff in your works to help them to initiate personnel policies and to solve human relations problems?

"All personnel managers have, however, some administrative functions to perform. These vary considerably from firm to firm, but they commonly include such jobs as selecting and placing labour, organising a works committee, a canteen or a works medical department. They cover many diverse welfare activities such as running benefit schemes, looking after protective clothing or overalls, and so on.

"The organisation of social and recreational facilities is sometimes a part of this general activity. Many personnel managers have found, however, that such social activities are not supported by the employees. Their efforts to whip up enthusiasm for the works football team, the Friday night dance or the amateur dramatic club have been met with apathy and indifference.

"*It seems to me that a far healthier state of affairs prevails if such activities spring from a desire on the part of some of the employees to get together and organise for themselves an activity in which they have a common interest.* This interest can then be fostered and helped by management in any way which seems appropriate.

"In your case, could you perhaps suggest that a small ad hoc sub-committee of employees be set up to organise and run the children's party? There will almost certainly be some supervisor or employee with young children in your firm who would get a great deal of pleasure out of running such an event. He will supply an enthusiasm and drive to make it a success which, feeling as you do, you could not hope to equal.

"When the party is over the committee might be given a more permanent status. If you have a works council it could, for example, become a recreational sub-committee responsible to the main committee.

"From your letter, however, I sense wider issues are also involved. You should, perhaps, also spend some time making a job analysis of your own functions. How do you spend your time? Are you doing jobs which could more properly be done by someone else? Have you enough assistance? Have you clearly defined terms of reference which make you responsible for the work which is commonly agreed to be part of the personnel function?

"When you have some of these questions sorted out in your own mind, a frank talk with your managing director might have constructive results."

GENERAL FACTOTUM?

Is it the personnel manager's job to arrange social activities, or should this work be delegated to a works committee? Should he concern himself only with the wider problems of human relations? What do you think are the proper functions of a personnel department? A guinea will be paid for each letter published on this subject.

Can other people comment on this letter and my reply? What do you think is the proper relationship of the personnel department to social and recreational activities? What do you think are the functions of a personnel department?

The actions of this managing director in providing a party for the children remind me of the practice of another manager which raises related issues. Because of the perishable nature of the product handled (packing fresh eggs for market), the men in this concern were given Christmas Day as holiday but not Boxing Day.

In lieu of Boxing Day, the Manager chartered a bus on a later day and took the men to London for a day out which ended with a dinner at one of the larger hotels. Although the men enjoyed the day, they frequently told the manager that they would rather have had the money he spent on the outing in their own pockets to do what they liked with.

The manager, however, never agreed to this, for he liked giving treats to people. It is a difficult thing to give up doing things *for* people and to do things *with* them instead.

PROMOTION PROBLEM

Familiarity and Contempt

ANOTHER off-the-job issue was raised with me recently by a foreman who has just been promoted from being an hourly-paid worker in the same department to his present position. When he was on the clock he became a member of a regular "four" who meet at each

(Continued on page 38)

JANUARY MANAGEMENT DIARY

BACIE

1 **London.** Liberal Education for a Technical Age. Joint meeting with the National Association for Education in Commerce.
7 **Leeds.** The Training of Training Officers. Talk.
13-Feb. 2. **Goldicote House, near Stratford on Avon.** Three-week course for Training Officers.
22 **Manchester.** The Fuller Uses of Scientific Method—Operational Research and Development. Talk.
29 **Birmingham.** The Training Implications of Office Mechanisation. Talk.
30 **Loughborough.** Training of Technologists and Technicians as Teachers. Talk.

BURTON MANOR

7-18 Supervisory Management. Course for foremen.
13-18 Introduction to Supervision. Course for junior foremen and chargehands.
28-Feb. 8. Survey of the Docks Industry. Course for supervisory grades in the Docks and Shipping industries. Bookings through the National Association of Port Employers.
28-Feb. 8. The Nature of Management. Course for middle grades of management.

INDUSTRIAL WELFARE SOCIETY

Residential Courses

18-21 **Grand Hotel, Brighton.** Joint Consultations and Communications.
25-28 **Hydro Hotel, Llandudno.** Conference for Chargehands.

Non-residential Courses at Robert Hyde House

22-24 Workshop on Promotion Policies.
29-30 Women in Management.
17, 24, 31 Speaking Successfully.

Non-residential Courses and Meetings

London	10	Fundamentals of good selection.
	15	Research Report.
	23	Needs of the young worker today.
	24	Industrial Editors' (Welfare) Group.
	24	New Thinking Luncheon.
	29	Canteen executives' meeting.
Birmingham	15	Canteens day course.
Darlington	17	Needs of the young worker today.
Dartford	30	Advisory meeting.
Glasgow	14, 15	Course for supervisors.
Liverpool	29	Needs of the young worker today.
Manchester	16, 17	Course for management.
	24	Manual lifting and handling.
Newcastle	16	Needs of the young worker today.
Nottingham	30	Needs of the young worker today.

INSTITUTE OF DIRECTORS

14-16 **Ashridge.** Two-day course. "A thumbnail sketch of the current economic and political scene."

INSTITUTE OF INDUSTRIAL SUPERVISORS

4- 6 **Ashorne Hill, Leamington.** Work Study for Supervisory Management.
11-13 **Ashorne Hill.** Industrial Relations, Industrial Law.
18-20 **Ashorne Hill.** Human Relations.
25-27 **Crown Hotel, Scarborough.** Work Study for Supervisory Management.
25-27 **Ashorne Hill.** Practice of Supervisory Management.

INSTITUTE OF PERSONNEL MANAGEMENT

14-18 **London.** The Use of Statistics in Personnel Management. Five-day joint course with NIIP.

INSTITUTION OF WORKS MANAGERS

29 **Birmingham.** The Training of Technologists.
16 **Doncaster.** The effect of factory colour schemes on industrial fatigue.
14 **Manchester.** Work study—who really benefits?
15 **Merseyside.** Relationship between the works manager and the architect.
8 **Sheffield.** Factory Acts.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

3- 4 **London.** Selection methods. Two-day conference.
7-11 **London.** The Elements of Vocational Guidance. Five-day course.
14-18 **London.** The Use of Statistics in Personnel Management. Five-day joint course with IPM.
21-25 **London.** Selection methods, Part I. Five-day course.

SUNDRIDGE PARK

6-26 Measurements for Management. Three-week residential course.
28-30 The Impact of Computers and Automation on Management.

URCHFONT MANOR

7-13 Work, Leisure and Ideas. Course for young people finishing their apprenticeship, engaged in office work or students at Technical Colleges and Evening Institutes.
14-20 Thinking, Speaking and Writing. Course on committee work and report compiling.
21-27 Change in Factory and Office. Study of the effects of these changes on men and women in their work and social life.

EXHIBITIONS

22-Feb. 1 **Olympia, London.** Packaging Exhibition.
22-Feb. 2 **Royal Horticultural Hall, London.** Gas at work in Industry.

OFFICIAL PUBLICATIONS

GENERAL

Choice of Careers, New Series No. 31. The Civil Service—Openings for Juniors. *H.M.S.O.* 1s. 9d.

The Fibre Building Board Industry in Europe. The first study ever made of this industry at European level. Describes the industry's structure, comparative working conditions, trends in production capacity, etc. *O.E.E.C.* 9s. Sold by *H.M.S.O.*

E.P.A. European Technical Digest No. 11. *O.E.E.C.* 14s. Sold by *H.M.S.O.*

National Insurance (Industrial Injuries) Acts, 1946 to 1956.

Claim for Industrial Death Benefit. Coronary disease—sudden death not due to effort at work. Commissioner's Decision No. R(I) 29/56. *H.M.S.O.* 4d.

Claim for Industrial Disablement Benefit. Balance of gratuity when payments by way of pension cease. Commissioner's Decision No. R(I) 30/56. *H.M.S.O.* 6d.

National Insurance Act, 1946 to 1956.

Claim for Unemployment Benefit. Share fisherman—seasonal worker. Commissioner's Decision No. R(U) 28/56. *H.M.S.O.* 4d.

STATUTORY INSTRUMENTS

No. 1820. The Wages Regulation (Wholesale Mantle and Costume) (Amendment) Order, 1956. Dated November 15, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Amends the Wholesale Mantle and Costume Wages Council (Gt. Britain) Wages Regulation Order, 1953, and subsequent amendments. Effective from November 30, 1956.

Social Secretary or . . . ?

(*Continued from page 37*)

other's houses each week to play cards.

He wonders whether he ought to discontinue this close association now he is in a position of authority over his former mates. This is a problem which faces a number of us as we move from one position of status to another. Could other people with a similar experience advise this foreman? It seems to me that there are arguments on both sides of this question.

A lot depends on the atmosphere of the shop and the factory as a whole. If friendly relationships prevail there is no reason why the foreman should not continue to play the game he enjoys with the people of his choice. As his friends, they will be the more scrupulous not to behave in ways which might embarrass him when on the job.

In some other factories, however, an association of a foreman with some members of his staff has fanned already existing feelings of jealousy and dissatisfaction into a flame of open resentment. One foreman, for example, regularly gave a lift in his car to one of his production workers who lived in the same direction as himself. It was generally believed by the other production workers in the shop that this man was being shown favouritism by the foreman on the job, that he was given all the good paying bonus jobs and that he was earning more money than the rest as a consequence. *The rumour persisted even after figures had been produced which showed it to be untrue.*

Perhaps it's all a question of how we present such matters to others. If a man says to a young lady "When I look at you time stands still", she takes it as a compliment. How different her reaction if he were to say instead "Your face is enough to stop a clock"!

DISCUSSION LEADER

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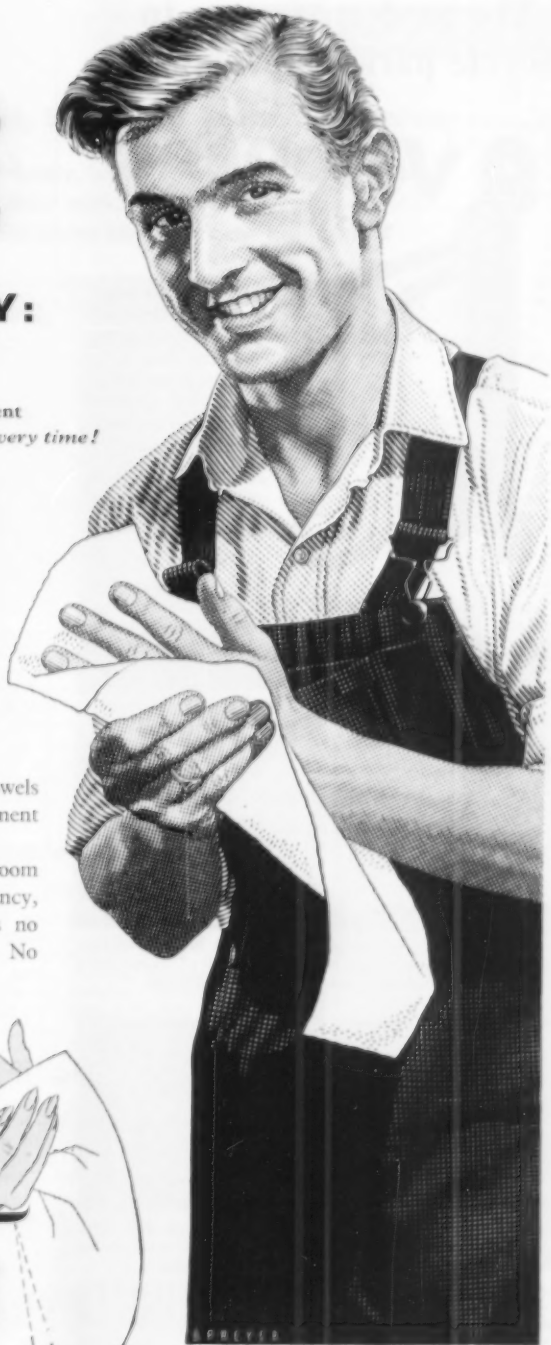

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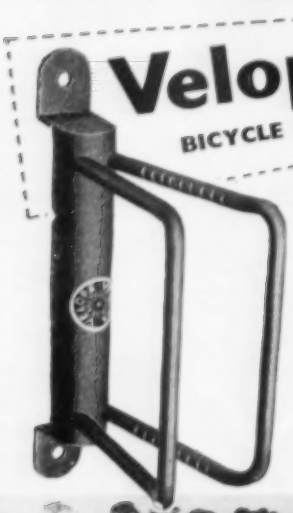

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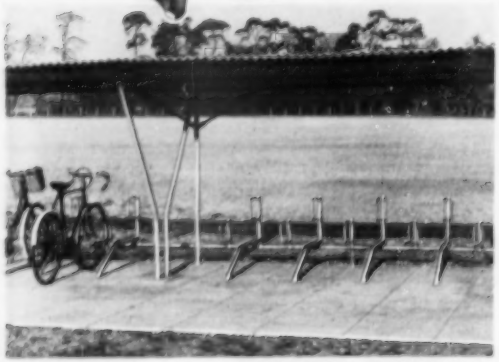

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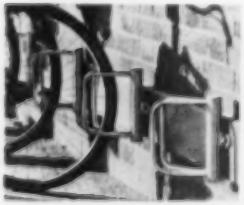

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BREEZES TO ORDER

THIS *Cotswold* fan heater is claimed to be a most effective and economical form of space heating in winter and space cooling in summer. Used either on the floor or on the wall, the *Cotswold* silently drives hot air in winter and will comfortably warm an average room in 20 minutes.

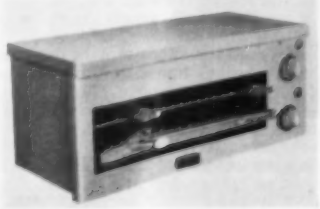
Of modern appearance and colouring, and with all moving parts on the hinged back plate for easy cleaning and servicing, the fan will work off voltages in the ranges 200/220 and 230/250. The element is protected by a safety device, it can be used as a fan or heater by switching the element, and an indicator lamp is provided to give a warm glow when the element is switched on. **(PM/1206)**

Canteen

ON-THE-SPOT GRILLING

A NEW grill specially designed for back-bar catering is now available. It will cook approximately 10 chops or steaks in about seven minutes, or toast 10 slices of bread in two minutes. Modern in appearance, the grill front is finished in easy-to-clean mottled grey vitreous enamel. The side and back are finished in plain grey vitreous enamel.

Known as the HO.40, the grill has two switches, each with a pilot light. The elements consist of five 750-watt panel units arranged to give all-over heat even at half intensity. A grill pan, with separate grid and wire mesh toasting



rack, is supplied with the grill. Dimensions are 27 in. long by 12 in. high by 11¾ in. wide. The grilling area is 21 in by 10 in. and the loading 3.75 kW.
(PM/1207)

DESIGNED FOR SPEED

TWO recent canteen ticket issuing machines should be of interest to all canteen managers, who want to speed the serving of meals. These machines are customer-operated, and relieve canteen staff of handling money whilst serving food.

The "single column" machine issues 1d., 2d., 3d., 6d. or 1s. tickets, which are supplied in packs or rolls of 1,000. Size of cabinet is 24 in. high, 6 in. wide, 9 in. deep.

The "multi-ticket" machine is designed to issue a bulk supply of copper denomination tickets in card form. The card can be subdivided with light perforations into 12 or 20 tickets to the total value of 2s., according to the scale of charges in each particular canteen. The cabinet dimensions are 24 in. high, 15½ in. wide, 8½ in. deep.

Both machines are housed in robust hardwood cabinets. They are operated solely by the insertion of coins and are entirely mechanical. **(PM/1208)**

PLASTIC BOTTLE

The "Kenham" vinegar bottle—in polythene—has several advantages. Light in weight, it is almost unbreakable and easy to handle and clean. The design is pleasing and it is available in white, red or light green. **(PM/1209)**

Efficiency Aids

CORKSCREW SOLUTION

WHEREVER seals and packing materials have to be removed from glands for replacement (e.g. in pumps, steam engines, hydraulic machines, etc.) an essential tool is the *Packing Gland Extractor*. The depth of the stuffing boxes and the inconvenience of removing the cover plates have made a corkscrew style tool attached to a flexible shaft ideal for this operation.

This is fully efficient for soft packings, but inadequate for hard and metallic packings, and to rectify this a "wood screw" type of extractor has been designed by a firm of corkscrew manufacturers. Having a solid core and moderately priced, the new extractor, it is believed, will meet industry's demand. **(PM/1210)**

ONE-MAN WELDER

A NEW welding set now available comprises a transformer, regulator and rectifier. It is specially designed for single operator welding duty and constructed to B.S. 171:1936 and B.S. 638: 1954 where applicable. Insulation is Class A. The equipment is intended for operation from a three-phase, 50 cycles supply with an input voltage range of 360/440. The welding current control is stepless and covers the range 30/375 amps. D.C., the maximum welding current being 375 amps. D.C. at 35 arc volts at a duty cycle of 50 per cent. Maximum continuous current is 250 amps. D.C. Open circuit voltage is 64 volts D.C. An H.F. filter circuit can be fitted when the equipment is intended for use with an H.F. unit.

The components are cooled by a fan incorporating a centrifugal switch which prevents the equipment being used if the fan is not working. The air flow is directed downwards which lessens the internal accumulation of dust. The equipment is mounted in a robust angle-

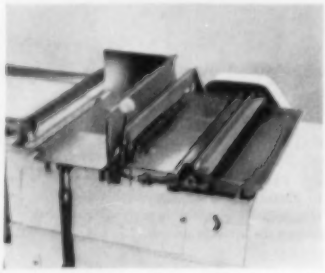
iron frame, while the housing is a rigid, easily detached sheet steel case in the form of two wrap-round pressings and a top cover.

The control panel is recessed and protected from damage or accidental operation. Start and stop buttons are fitted, and an indication lamp shows when the equipment is energised. The plugs for the welding cables, which are clearly marked with respective polarity, and fully shrouded, are easily accessible, as are the input terminals. **(PM/1211)**

Packaging

RAPID PARCELLING

WHERE, for economic reasons, packaging is carried out by hand parcelling methods, certain disadvantages are inevitable such as low output per unit floor area and per packer, lack of uniformity and tightness and liability to burst in transit. To overcome these a new parcelling machine has been introduced, which after the initial loading of goods and paper by the operator, automatically wraps and glues the package, leaving the operator free to load the machine again while the wrapping cycle is in progress (a space of 4 seconds). To ensure that



the parcel is securely sealed by the time it emerges from the machine the last pair of pressure plates can be heated and thermostatically controlled to dry off the glue.

The machine occupies a floor area of about 7 ft. by 3 ft. and is 3 ft. high. The standard model is designed to wrap parcels measuring up to 17 by 12 by 17 in., but each machine is adjustable to take variations of approximately 1½ in. on all three dimensions. Once set up for any parcel size the flexible hydraulic operation, powered by a built-in pump driven by electric motor, enables variations of up to ¾ in. to be handled without resetting. No damage is caused if larger parcels are accidentally fed in, nor can the packer sustain injury by having a hand caught between the ram and the parcel; the machine will simply stop before causing harm.

Speed and consistency are the machine's chief qualities. Fourteen 2 lb. packages, for instance, can be parcelled into one 28 lb. parcel at an average rate of 8 parcels every minute. The machine is also ideal for breaking down the contents of large returnable containers into smaller, individually wrapped units, to facilitate handling and distribution. **(PM/1212)**

Floors

GUARD AGAINST DIRT

A COLOURLESS protective finish for floor surfaces is a recent development which is of considerable value in offices, hospitals and other buildings where a clean and attractive floor is an important factor. *Tretoseal* is designed for use on timber, cork, linoleum and other porous and semi-porous floorings. The treatment is quite colourless, leaving the natural appearance of the floor unaffected and it forms a hard yet flexible, non-slip coating which is remarkably resistant to hard wear and abrasion.

Tretoseal prevents dirt, oil and grease from discolouring and damaging floor surfaces and by reducing the need for regular scrubbing and washing enables a considerable saving to be made in floor maintenance costs. It is unaffected by detergent solutions and mild alkalis and will not crack or craze as a result of temperature variations or movement in the floor surface. The coating is easily applied by unskilled labour, but where labour is not available, the manufacturers have a contract service which will, without obligation, submit estimates for carrying out this work. **(PM/1213)**

Safety

FOR LIGHT WORK

ONE firm of safety equipment manufacturers has recently introduced an extension to its range of protective gloves for men and women. One new type of glove (as illustrated) has a chrome leather palm and thumb with a knitted two-inch wrist and twill back. They are intended as protection during light manual and assembly work. Another type for similar work is of cotton twill.

A feature of the whole range is that each pair has the name of the makers indelibly printed on the inside of the cuff with aniline dye to prevent pilfering by

unauthorised users. As they cannot be purchased in the shops, any of the gloves used outside the place where they were issued will be easily recognisable. This device has been introduced at the request of employers. **(PM/1214)**

Welfare

LOW COST COMFORT

THIS tastefully produced stool of utilitarian design has been produced to meet the demand for a cheaper type of adjustable seat. It is tested to withstand an oscillating seat load of 8 cwt., is comfortable and, the makers claim, extremely durable.

The upholstered seat is made from tough fibre board and granulated foam rubber supported by a steel pressing and covered with hard-wearing "Vynide".

The adjusting screw unit provides rapid seat elevation from 18 in. to 24 in. Finish is in warm grey or dark green hard gloss enamel. **(PM/1215)**

PAPER FOR HYGIENE

EACH employee can have his own personal clean towel every time he washes if paper towelling dispensers are installed in the washroom. Whether the job he does is clean or dirty, or whether cleanliness is a vital factor, these paper towels can be adapted to meet the specific demands of every job.

These paper towels are supplied individually in cartons, each containing 4,000 towels in packets of 50, or in rolls, 18 in. and 9 in. wide (as illustrated). In all cases the towels are dispensed from a cream enamel cabinet which is supplied free on loan.

Rolls of double-width towels are especially suitable for use in canteen kitchens where their extra width meets many requirements, such as the washing and drying of crockery and polishing of trays. Their tensile strength is not affected by contact with water. In fact their two outstanding features are high "wet strength" and immediate absorbency. Moreover, in hospitals, works surgeries and rest rooms they lend themselves to innumerable purposes, including covers for beds and examination couches.

The manufacturers provide free installation and regular servicing, and their representatives are fully qualified to give advice on washroom hygiene. They will recommend the towels best suited to the requirements of a specific industry and instruct employees on the best method of usage. **(PM/1216)**

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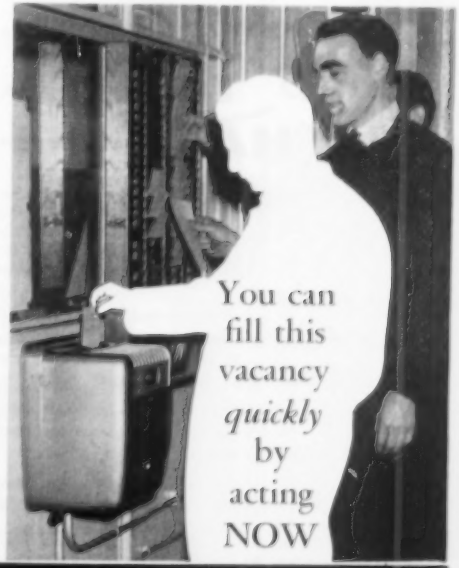

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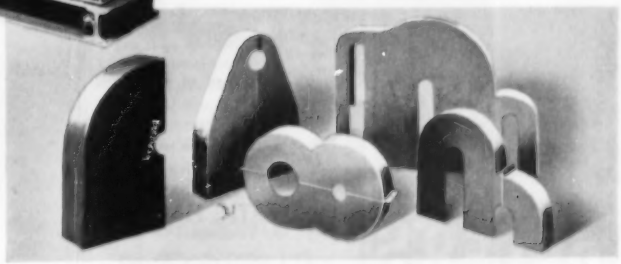

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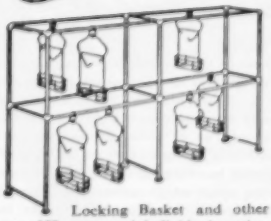

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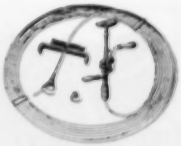

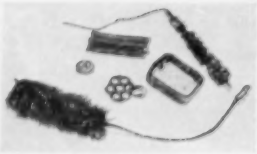

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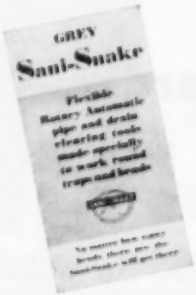

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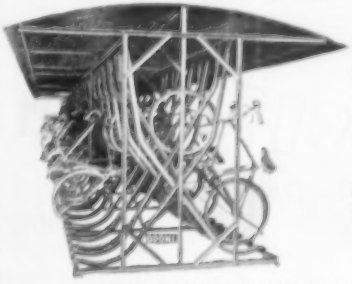

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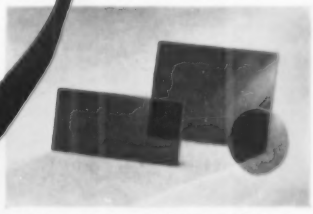

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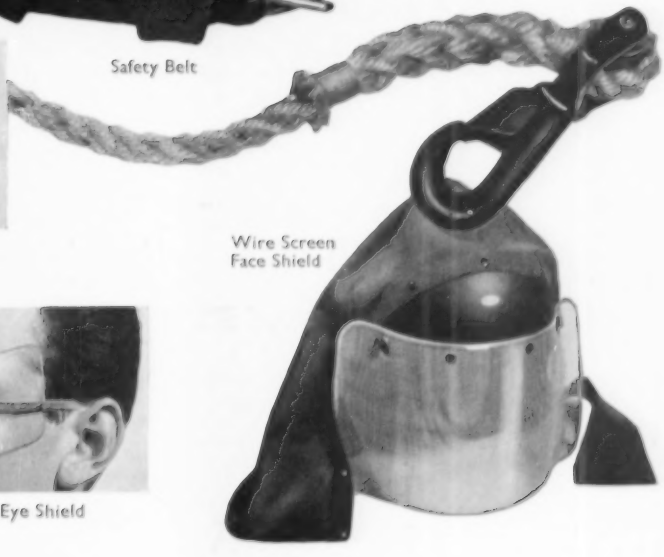

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(**L 243.** *Full Brogue with tan uppers, Sussex twin grip heel.)*

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